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ASSOCIATION EXECUTIVE COMPENSATION STUDY

Sixth Edition

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Survey Development and Data Analysis
Vivian V. Jefferson
ASAE Survey Research Administrator

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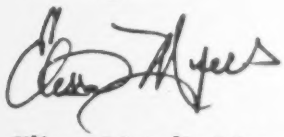
FOREWORD

The *Association Executive Compensation Study* is the sixth in a series of studies reporting compensation and benefits afforded to association executives. This report presents the most comprehensive data available on current compensation practices in associations of all types and sizes.

More than 2,000 ASAE members provided salary data current as of July 1, 1988, on 8,100 individual positions for this report. The responses are analyzed in a number of different ways to allow you to compare compensation levels in your association to those in similar organizations. The data presented here can be used in your own salary negotiations as well as to establish competitive salary ranges and benefit packages for your staff.

ASAE thanks those associations who provided the information to make this study possible. Special thanks go to the many association executives and human resource specialists who gave us suggestions for revising the study. These include: Kerley LeBoeuf, President & CEO, National Association of Convenience Stores; Frederick D. Hunt, Jr., President, Society of Professional Benefit Administrators; Mark S. Gleeson, President, The Refractories Institute; Carol Coldren, Director of Personnel, National Association of Manufacturers; Jennifer L. Horton, Director, Finance and Administration, Optical Society of America; William Lawton, Director, Personnel and Administration, American Society of Travel Agents; and Sybil Wilson, Director of Personnel, Cosmetic, Toiletry and Fragrance Association. We are especially grateful to Joseph A. Boehret, President of Jack Zima Associates, and Dan S. Brandenburg, Esq., of Sanders, Schnabel and Brandenburg, for their valuable advice on the legal aspects of fringe benefits.

Best regards,



Elissa Matulis Myers, CAE
Publisher

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INTRODUCTION

This edition of the *Association Executive Compensation Study* is the sixth in a series of salary and benefit surveys conducted by the American Society of Association Executives. The study covers compensation for 26 executive level positions as well as personnel practices and fringe benefits afforded to all management personnel. The report focuses on several major determinants of compensation levels: type of membership represented by the association, geographic scope, association budget, staff size and location. Data reported by participants are current as of July 1, 1988, or as close to that date as possible.

This ASAE study is the most comprehensive source of compensation information for association executives and is widely used by compensation committees, association human resource directors, personnel/benefit consultants, and association chief executives and staff specialists.

Methodology

Minor changes were made to the current study, based on the recommendations of association human resource specialists, fringe benefit experts, and comments from association executives who have used past editions of the study. Enhancements include the addition of more detail on retirement plans such as number and types of plans used, vesting and funding. Another important enhancement is the expansion of the staff specialist tables to include data from the three major association cities: Washington, New York, and Chicago.

Questionnaires were mailed to one member – usually the chief paid executive – of each of the 7,000 associations represented in ASAE. More than 2,000 completed questionnaires were returned, a response rate of 29%. Characteristics of the sample are presented in Section IV. The sample corresponds closely to the ASAE membership at large as presented in Table 46. Figures 1 through 4 on page x graphically display the proportions of participants by association type, scope, budget size and staff size.

Twenty-six positions were defined for the survey. These included 24 staff specialist positions plus the chief paid executive and deputy chief paid executive. Respondents were asked to report data for their personnel devoting at least 75% of their time to duties defined in the position descriptions. These descriptions are provided at the top of each table. This study examines how the factors of membership type, association scope, budget size and geographic location influence compensation. The level of compensation for staff specialists is also determined by the amount of responsibility and the priority given that function by the association.

In accepting data for inclusion in the report, some reported figures were discounted because they fell appreciably outside of the reported range for a position. For example, while the average reported salary for a chief paid executive was $75,900, one respondent reported a salary of $2,000. Including this anomaly in the averages would have distorted the results.

Average salary or total compensation data are not reported in the tables unless there were at least five responses in the particular classification. No data are reported by quartiles unless there were at least 20 responses.

Response rates for each table in this study are calculated independently based on available data. For example, average salaries for trade association executives are calculated only from those participants who indicated "company" as their primary membership category and provided salary figures. Similarly, terms for employment contracts are based only on those executives who have a formal contract. Please refer to the columns on each table labeled "Number of Responses" or "Total Number of Associations" to determine the response rate on which the averages or percentages were calculated.

All percentages are rounded to the nearest full percent, making some columns add up to slightly more or less than 100%. Some columns total more than 100% because of multiple answers and are footnoted as such.

The geographic regions in this study are the regions defined by the U.S. Census Bureau and contain the following areas:

New England--Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont
Middle Atlantic—New Jersey, New York, Pennsylvania
East North Central—Illinois, Indiana, Michigan, Ohio and Wisconsin
West North Central—Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota and South Dakota
South Atlantic—Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia and West Virginia
East South Central—Alabama, Kentucky, Mississippi and Tennessee
West South Central—Arkansas, Louisiana, Oklahoma, and Texas
Mountain—Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming
Pacific—Alaska, California, Hawaii, Oregon and Washington

Definitions of Analyses

Base Salary—Current annual salary

Additional Cash Compensation—Bonuses, commissions, other cash payments, and deferred compensation (does not include cost of benefits or miscellaneous business expenses).

Total Cash Compensation—The sum of base salary and additional cash compensation.

Average—The average salary is the sum of all salaries reported for the position divided by the number of participants reporting.

Median—The median compensation is calculated by ordering the salaries reported from lowest value to highest value and determining the figure where one-half of the results were above and one-half of the results fall below.

Quartiles—Seventy-five percent and 25% quartiles are calculated by ordering the salaries from lowest to highest value and determining the points where 75% (3/4) of the participants and 25% (1/4) of the participants are compensated over a particular amount.

Association Scope—Extent of geographic spread represented by the association's membership.

Association Type—Determined by the nature of the business or profession engaged in by the association members. Associations with a company membership base were classified as "trade associations" and organizations with individuals as members were classified as "individual membership organizations."

Format of the Report

The data in this study are presented in four sections.

SECTION I consists of all the salary and compensation data for the chief paid executive and the number two person, or deputy chief paid executive. In these 13 tables, the base salary is shown on the top line for each classification, and the total cash compensation is in parentheses directly under the base salary. Compensation data are shown by association budget, scope, type, staff size, geographic region, and metropolitan area in the first 11 tables. Data on Tables 1 through 9 are further divided between trade associations and individual membership organizations. Tables 10 and 11 present city data for all of the top two executives reporting from those cities, regardless of association type. The cities listed are intended to represent an approximate cross-section of U.S. cities by size and region. It is not a list of the top 27 cities for association executive pay. Tables 12 and 13 provide summary data for the top two association executives for all associations reporting, combining both trade association and individual membership organization data.

SECTION II contains 24 tables (Tables 14-37) that report data on total cash compensation for the management level staff specialist positions most commonly found in associations. Very few people in these positions receive additional cash compensation, so only total cash compensation is reported. Base salary and total compensation are equal for most of the staff reported in these positions.

Compensation data at the top of each table are given by scope and type of association and for organizations headquartered in Washington, New York and Chicago. The rest of the table classifies respondents by trade association and individual membership organization as well as association budget, geographic region and scope.

SECTION III (Tables 38-45) covers a wide range of information on compensation practices, employment history, and benefits afforded to association management personnel. Data on salary administration and benefits cover all management personnel, while data on employment profiles and contracts relate to the chief paid executive and the deputy chief paid executive only.

SECTION IV contains five tables (Tables 46-50) that define the characteristics of the survey sample. This section is included to provide the reader with some indication of the basic characteristics of the sample and to help determine how a particular association compares with the sample group. A comparison of the sample and the general ASAE member profile is provided in Table 46.

The **APPENDIX** contains a portion of the survey instrument used in the current edition. The questionnaire can provide valuable insights as to how the data were compiled and the depth of the interpretation that can be made.

Comparisons can be made between the data in this report and past editions of the study because the information provided and format are similar. Minor changes are noted where appropriate. Differences in compensation between editions are the result of both trends in the association community as well as differences in those associations participating in each survey. Table A below summarizes the average total compensation for all positions in 1985, 1987 and 1988. A graphic display of the compensation differences between trade associations and individual membership organizations is provided in Figure 5. Figure 6 charts the relationship between chief paid executive compensation and association budget size.

Summary Table
Total Compensation 1985-1988

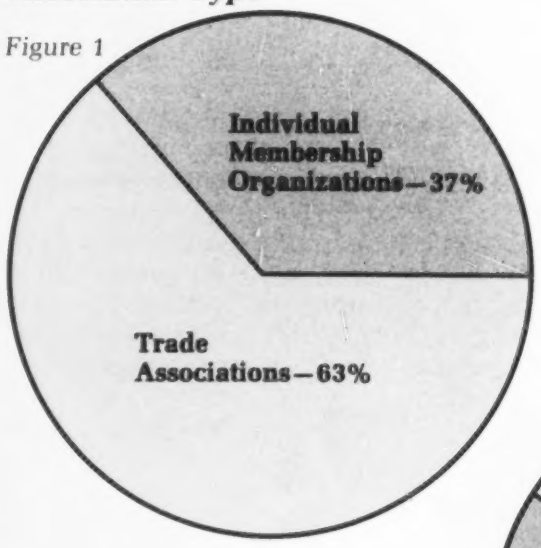
Position	1988 Respondents	1985 Average Total Compensation	1987 Average Total Compensation	1988 Average Total Compensation	'87-'88 % Chg.
Chief Paid Executive	2048	$64,200	$70,800	$75,900	7%
Deputy Chief Paid Executive	894	44,500	49,700	54,000	9%
Director of Administration	576	35,100	37,300	40,500	9%
Advertising Director	51	35,500	35,300	39,400	12%
Advertising Sales Manager	88	34,200	34,100	37,200	9%
Chief Staff Attorney	140	56,500	58,400	63,700	9%
Chapter Relations Director	62	34,800	33,400	32,300	−3%
Chief Economist	50	53,700	55,200	62,900	14%
Communications/Publications Director[1]	531	NA	37,000	38,000	3%
Consumer Affairs Director	24	31,000	39,000	34,600	−11%
Controller	495	36,300	39,500	39,300	−1%
Conventions and Meetings Director	422	31,600	35,800	36,200	1%
Education Director	383	36,100	38,700	40,800	5%
Field Staff Director	70	35,300	41,600	45,300	9%
Foundation Director[2]	70	NA	46,200	48,700	5%
Government Relations Director	357	45,900	48,400	54,700	13%
Human Resources Director	132	33,300	39,800	41,200	4%
Information Director	109	33,400	36,000	39,600	10%
Marketing Director	239	37,900	42,300	42,200	−2%
Member Services Director	287	35,600	36,200	38,300	6%
Membership Director	318	32,000	34,900	34,300	−2%
Public Relations Director	343	31,300	38,500	41,500	8%
Regional Office Manager	72	36,200	36,200	40,800	13%
Research Director	118	44,500	48,900	51,100	4%
Technical Director	170	44,800	48,200	52,300	9%
Washington Office Head	51	61,400	69,200	63,800	−8%

[1]Previously listed as separate titles: Communications Director and Publications Editor.
[2]Data on this position not collected in 1985.
"NA" denotes data not available.

Profile of Respondents

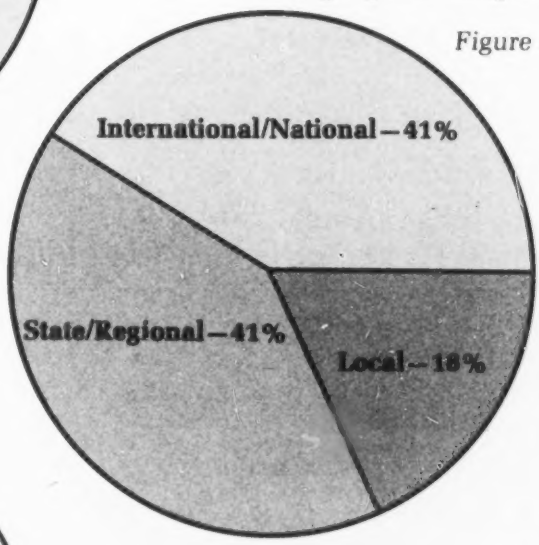
Association Type

Figure 1



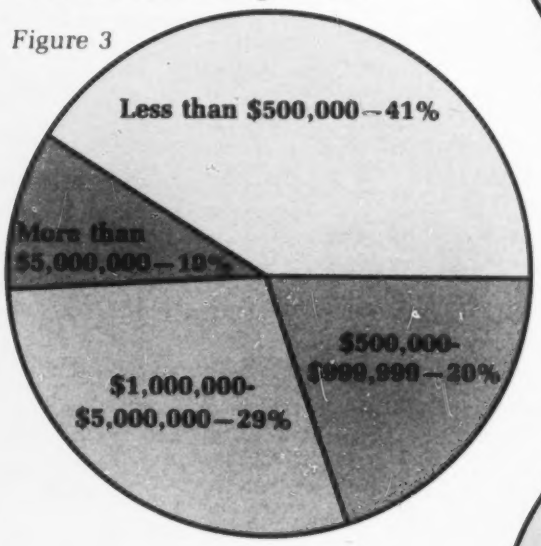
Geographic Scope

Figure 2



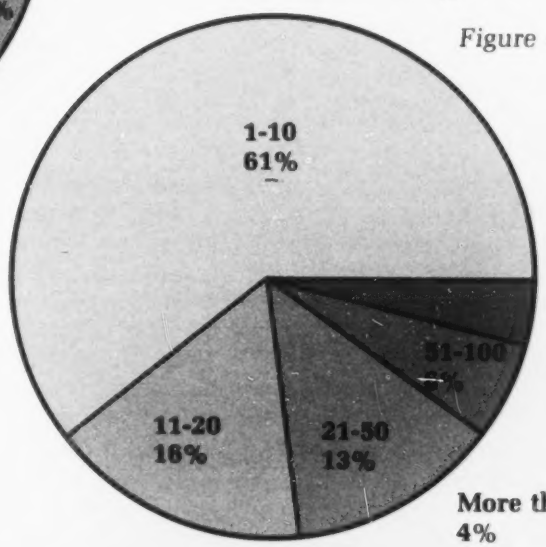
Association Budget Size

Figure 3



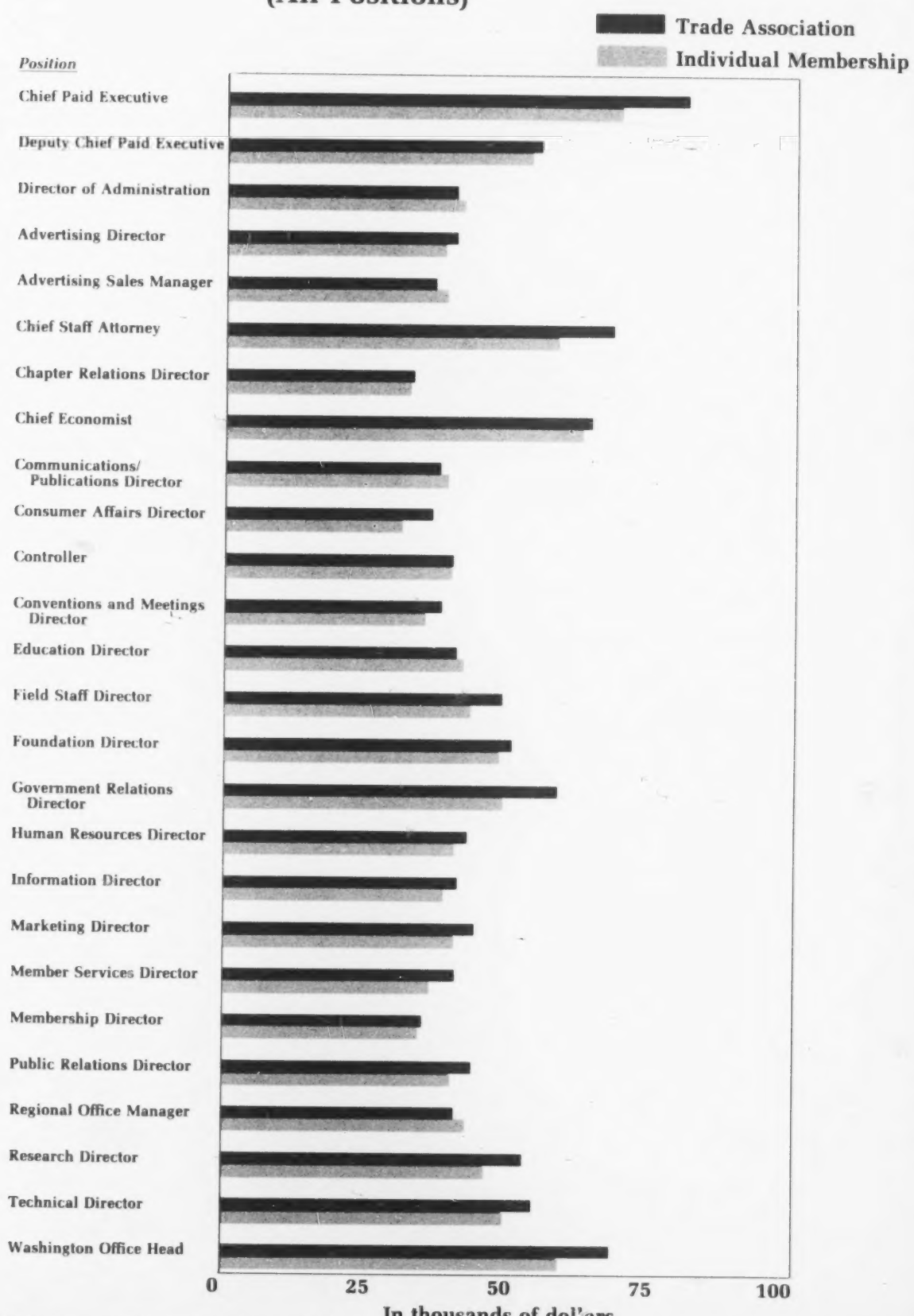
Association Staff Size

Figure 4



Average Total Compensation by Association Type (All Positions)

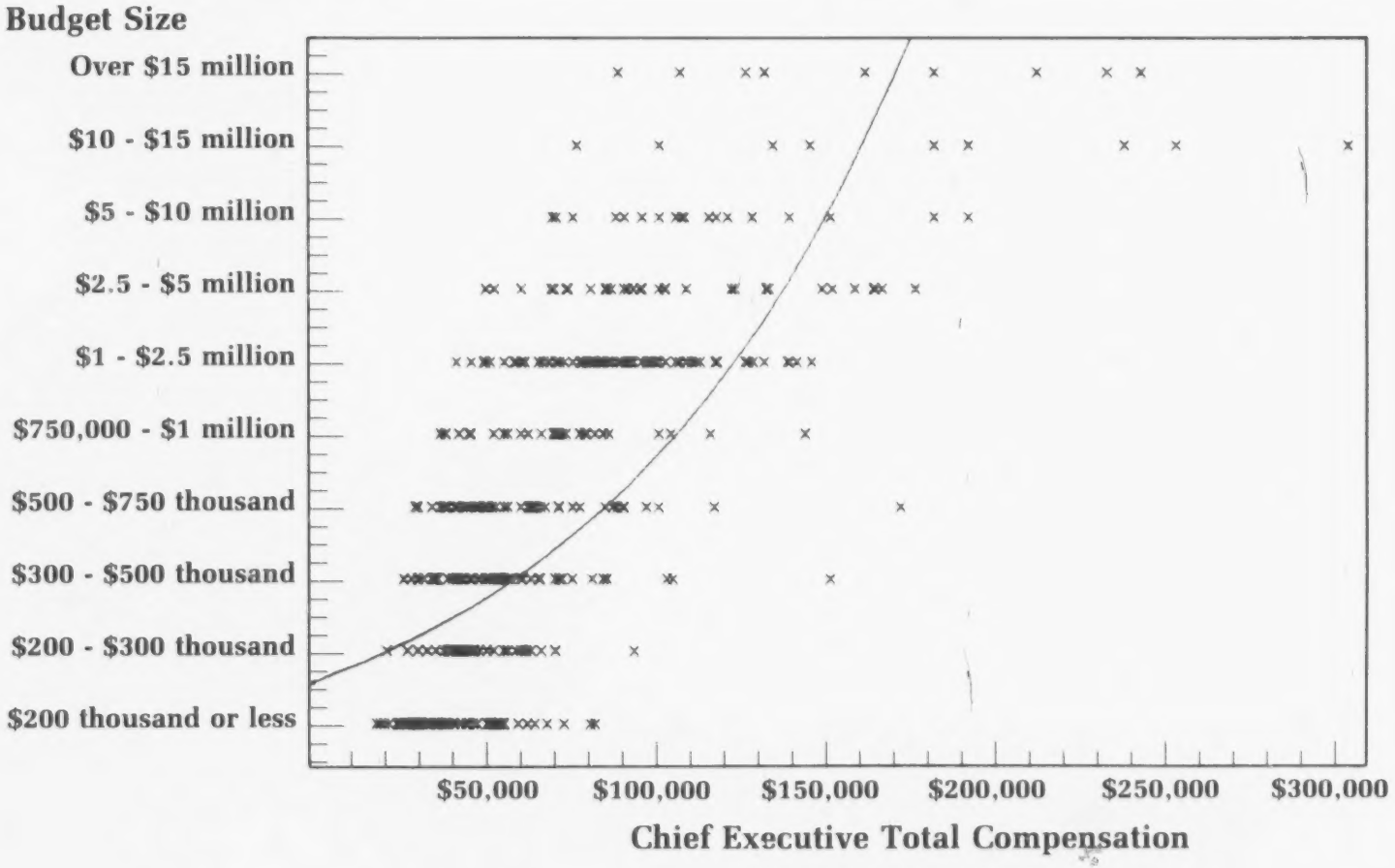
Figure 5



Includes associations of all scopes and sizes.

Figure 6

Chief Executive Total Compensation by Association Budget Size



Based on every 5th reported total compensation.

• SECTION I •

Total Cash Compensation for Chief Paid Executive, Deputy Chief Paid Executive

TABLE I BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION BUDGET

POSITION: CHIEF PAID EXECUTIVE

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
$200,000 or less	180	$ 38,800 (41,100)	$ 36,200 (39,000)	$ 28,000 (30,000)	$ 46,700 (50,000)
$200,001- $300,000	152	47,300 (49,200)	45,000 (46,000)	38,000 (39,800)	55,000 (57,800)
$300,001- $500,000	191	55,700 (58,800)	54,000 (57,000)	43,400 (46,000)	65,000 (66,500)
$500,001- $750,000	165	65,400 (69,500)	62,500 (64,500)	50,000 (52,000)	77,000 (84,000)
$750,001- $1,000,000	118	70,400 (74,100)	64,000 (69,500)	55,000 (57,400)	82,000 (84,000)
$1,000,001- $2,500,000	229	88,000 (94,100)	85,000 (91,000)	70,000 (73,500)	104,000 (111,000)
$2,500,001- $5,000,000	137	112,500 (120,800)	107,500 (112,000)	84,900 (90,000)	130,000 (140,000)
$5,000,001- $10,000,000	55	137,100 (144,100)	118,500 (120,000)	95,000 (96,000)	180,000 (180,400)
Over $10,000,000	46	190,300 (199,400)	195,000 (205,500)	130,000 (130,000)	230,000 (250,000)
INDIVIDUAL MEMBERSHIP ORGANIZATIONS					
$200,000 or less	97	$ 33,300 (34,700)	$ 30,900 (31,500)	$ 26,000 (26,500)	$ 38,500 (40,400)
$200,001- $300,000	69	41,500 (43,200)	40,000 (40,000)	34,400 (35,400)	46,000 (48,000)
$300,001- $500,000	113	46,500 (48,600)	45,000 (46,000)	37,500 (38,400)	55,000 (59,000)
$500,001- $750,000	77	51,200 (54,400)	50,000 (52,500)	43,000 (44,400)	58,000 (61,000)
$750,001- $1,000,000	57	54,700 (56,200)	55,000 (55,000)	45,000 (46,900)	64,000 (66,000)
$1,000,001- $2,500,000	158	71,300 (75,200)	70,000 (74,200)	58,400 (60,000)	83,000 (86,400)
$2,500,001- $5,000,000	72	86,400 (89,500)	81,800 (84,300)	71,200 (73,000)	97,200 (101,000)
$5,000,001- $10,000,000	58	104,200 (110,200)	103,900 (107,000)	84,000 (87,400)	120,000 (126,000)
Over $10,000,000	49	141,200 (152,300)	135,000 (141,000)	110,000 (120,500)	160,000 (180,000)

IMPORTANT NOTE: Includes associations of all types and of all scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

TABLE 2 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION BUDGET

POSITION: DEPUTY CHIEF PAID EXECUTIVE

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
$200,000 or less	24	$ 25,200 (27,100)	$ 22,100 (24,000)	$ 19,800 (20,500)	$ 29,300 (32,000)
$200,001- $300,000	44	28,100 (28,900)	26,400 (27,000)	24,400 (24,900)	29,700 (30,500)
$300,001- $500,000	81	33,500 (34,600)	31,000 (32,400)	25,000 (25,300)	39,800 (41,000)
$500,001- $750,000	75	41,700 (43,100)	39,000 (40,000)	30,000 (30,900)	50,000 (50,000)
$750,001- $1,000,000	66	46,300 (47,200)	46,500 (47,000)	35,000 (36,000)	60,000 (60,000)
$1,000,001- $2,500,000	134	54,600 (56,600)	52,400 (55,000)	42,000 (43,000)	65,000 (66,300)
$2,500,001- $5,000,000	85	68,400 (71,100)	66,700 (68,000)	50,100 (51,500)	80,000 (85,000)
$5,000,001- $10,000,000	32	87,400 (89,900)	83,400 (87,400)	74,200 (77,200)	96,900 (96,900)
Over $10,000,000	28	115,800 (118,700)	105,000 (105,000)	81,500 (81,500)	136,500 (142,400)
INDIVIDUAL MEMBERSHIP ORGANIZATIONS					
$200,000 or less	12	$ 26,800 (26,900)	$ 22,900 (22,900)	*	*
$200,001- $300,000	12	29,100 (30,600)	25,500 (27,500)	*	*
$300,001- $500,000	36	29,500 (30,000)	25,500 (25,800)	$22,000 (22,500)	$34,000 (34,100)
$500,001- $750,000	27	33,800 (34,600)	33,400 (35,000)	27,100 (27,500)	38,500 (40,000)
$750,001- $1,000,000	27	35,100 (35,500)	34,000 (34,000)	28,000 (28,000)	40,000 (40,000)
$1,000,001- $2,500,000	87	46,100 (46,700)	43,100 (43,200)	37,000 (38,000)	55,500 (55,600)
$2,500,001- $5,000,000	42	62,100 (63,400)	59,000 (60,700)	50,000 (50,000)	70,000 (72,000)
$5,000,001- $10,000,000	36	75,000 (76,500)	74,700 (76,200)	61,100 (63,300)	86,000 (88,500)
Over $10,000,000	31	98,800 (102,500)	93,000 (93,000)	70,500 (71,000)	112,000 (119,900)

*Too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types and of all scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

TABLE 3 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION SCOPE

POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE

Association Scope	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS		**CHIEF PAID EXECUTIVE**			
International/ National	482	$ 101,700 (108,200)	$ 90,000 (95,000)	$ 65,000 (67,000)	$ 121,500 (129,000)
State/Regional	562	63,800 (67,000)	56,000 (60,000)	44,000 (46,000)	75,000 (80,000)
Local	241	51,500 (55,200)	45,000 (48,000)	35,000 (36,000)	60,000 (63,500)
INDIVIDUAL MEMBERSHIP ORGANIZATIONS					
International/ National	363	$ 78,500 (82,700)	$ 70,000 (73,900)	$ 50,000 (52,000)	$ 97,400 (101,400)
State/Regional	262	55,100 (57,900)	49,300 (50,800)	37,000 (38,000)	65,000 (70,000)
Local	133	49,600 (52,000)	46,000 (48,900)	34,400 (35,000)	60,500 (65,400)
TRADE ASSOCIATIONS		**DEPUTY CHIEF PAID EXECUTIVE**			
International/ National	237	$ 67,100 (69,500)	$ 61,500 (63,300)	$ 44,000 (45,000)	$ 82,000 (85,000)
State/Regional	260	44,300 (45,500)	40,000 (40,000)	29,000 (30,000)	54,200 (56,100)
Local	79	39,300 (40,800)	33,000 (35,500)	26,700 (27,000)	47,000 (48,000)
INDIVIDUAL MEMBERSHIP ORGANIZATIONS					
International/ National	167	$ 60,300 (61,800)	$ 55,000 (55,000)	$ 38,000 (38,500)	$ 75,000 (77,300)
State/Regional	98	44,500 (45,300)	40,000 (40,000)	30,000 (30,000)	57,000 (59,000)
Local	49	37,300 (38,000)	35,000 (35,000)	26,600 (26,600)	43,200 (44,400)

IMPORTANT NOTE: Includes associations of all types and of all sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

TABLE 4 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION TYPE

POSITION: CHIEF PAID EXECUTIVE

Association Type	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
Business	349	$ 69,000 (73,700)	$ 55,000 (59,000)	$ 39,200 (41,000)	$ 81,500 (86,400)
Construction	157	55,600 (60,100)	50,000 (52,500)	38,500 (40,000)	63,000 (68,500)
Financial/Banking	99	94,500 (99,600)	78,000 (79,000)	60,000 (61,900)	112,000 (117,500)
Manufacturing	148	96,100 (102,200)	84,000 (93,200)	65,200 (66,500)	111,000 (119,500)
Transportation	22	87,100 (92,400)	72,500 (75,000)	44,000 (46,000)	108,000 (108,000)
Agricultural	66	69,000 (72,600)	56,300 (59,200)	42,000 (42,400)	87,400 (96,500)
Service Industries	43	78,700 (83,700)	65,000 (66,500)	50,000 (51,000)	96,500 (97,000)
Law/Government	36	65,900 (69,300)	58,200 (60,000)	49,800 (50,500)	79,500 (81,500)
Scientific/Technical	32	89,800 (93,700)	80,000 (82,000)	56,500 (59,500)	114,300 (116,500)
Health Care	74	80,800 (84,400)	71,500 (76,500)	49,500 (49,500)	100,000 (105,000)
Educational	40	75,100 (79,300)	72,500 (73,500)	55,000 (57,900)	90,300 (98,200)
Social Welfare	20	71,800 (73,900)	58,000 (64,900)	47,800 (49,800)	88,800 (90,800)
Sports	19	64,800 (66,600)	52,000 (57,000)	*	*
Other	180	78,300 (82,600)	70,000 (72,400)	49,000 (51,200)	95,000 (100,000)
TOTAL TRADE ASSOCIATIONS	1285	75,700 (80,200)	63,000 (66,000)	45,400 (48,000)	93,400 (99,400)
INDIVIDUAL MEMBERSHIP ORGANIZATIONS					
Business	96	$ 63,800 (68,100)	$ 55,000 (58,700)	$ 41,000 (43,800)	$ 74,000 (78,500)
Financial/Banking	37	83,100 (88,000)	75,000 (75,500)	50,000 (50,000)	100,500 (100,500)
Agricultural	24	78,900 (82,300)	72,000 (72,000)	41,300 (42,300)	105,300 (111,800)
Law/Government	54	59,800 (61,900)	56,300 (58,800)	40,000 (41,500)	70,000 (72,000)
Scientific/Technical	74	76,400 (79,800)	72,000 (74,200)	59,400 (59,400)	86,000 (90,000)
Health Care	200	66,000 (69,500)	57,500 (58,700)	39,000 (41,300)	85,000 (86,500)
Educational	72	61,400 (64,900)	59,000 (63,500)	40,500 (42,300)	78,700 (83,200)
Social Welfare	30	59,300 (61,900)	48,000 (48,700)	41,000 (41,000)	63,500 (65,000)
Sports	21	54,100 (56,900)	50,000 (55,900)	34,400 (34,400)	60,500 (66,000)
Fraternal, Ethnic, Religious, Alumni	32	51,600 (55,300)	46,300 (48,800)	38,500 (41,000)	64,500 (72,000)
Other	118	62,400 (65,200)	55,000 (56,500)	38,000 (40,000)	78,400 (79,500)
TOTAL INDIVIDUAL MEMBERSHIP ORGANIZATIONS	758	65,300 (68,700)	58,000 (60,000)	40,000 (42,000)	81,000 (84,500)

*Too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all sizes and of all scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

TABLE 5 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION TYPE

POSITION: DEPUTY CHIEF PAID EXECUTIVE

Association Type	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
Business	141	$ 48,000 (49,900)	$ 41,600 (44,100)	$ 27,000 (27,500)	$ 59,500 (60,000)
Construction	57	38,400 (40,200)	35,000 (35,000)	28,000 (28,000)	48,100 (48,100)
Financial/Banking	45	64,400 (65,700)	54,000 (54,000)	40,000 (40,000)	71,000 (71,500)
Manufacturing	75	62,600 (64,900)	60,000 (60,000)	40,000 (42,000)	76,500 (78,000)
Transportation	10	69,900 (74,000)	66,200 (66,200)	*	*
Agricultural	28	51,500 (52,400)	49,000 (49,000)	30,000 (30,400)	71,700 (72,000)
Service Industries	23	48,500 (50,400)	36,000 (37,500)	27,500 (30,000)	65,000 (68,000)
Law/Government	17	52,500 (53,500)	48,400 (50,900)	*	*
Scientific/Technical	13	69,300 (70,200)	72,500 (72,500)	*	*
Health Care	39	56,300 (57,100)	52,000 (55,600)	33,000 (33,000)	66,000 (66,000)
Educational	22	51,900 (54,200)	49,700 (49,700)	35,000 (37,700)	70,300 (78,000)
Social Welfare	13	45,400 (45,900)	39,500 (39,500)	*	*
Sports	10	52,700 (54,300)	42,500 (42,500)	*	*
Other	83	54,000 (55,700)	49,600 (51,100)	36,000 (38,000)	65,000 (65,000)
TOTAL TRADE ASSOCIATIONS	576	53,000 (54,700)	47,000 (48,000)	32,000 (33,000)	65,000 (66,500)
INDIVIDUAL MEMBERSHIP ORGANIZATIONS					
Business	39	$ 47,700 (49,600)	$ 40,000 (40,000)	$ 28,000 (28,000)	$ 55,000 (61,400)
Financial/Banking	11	53,500 (53,500)	48,200 (48,200)	*	*
Agricultural	13	60,800 (61,500)	55,000 (55,000)	*	*
Law/Government	23	47,000 (47,500)	43,100 (43,100)	33,500 (34,200)	58,000 (59,000)
Scientific/Technical	25	57,300 (58,700)	58,000 (58,000)	40,000 (40,000)	64,000 (68,400)
Health Care	87	57,900 (59,400)	50,000 (50,000)	33,400 (33,400)	71,500 (77,300)
Educational	31	51,400 (52,100)	52,500 (52,500)	39,000 (40,000)	67,000 (67,600)
Social Welfare	11	47,400 (49,800)	35,000 (35,000)	*	*
Sports	9	36,600 (37,100)	33,000 (38,000)	*	*
Fraternal, Ethnic, Religious, Alumni	17	35,800 (37,000)	34,000 (34,000)	*	*
Other	48	50,400 (50,800)	42,000 (42,000)	33,500 (34,500)	64,200 (64,200)
TOTAL INDIVIDUAL MEMBERSHIP ORGANIZATIONS	314	51,800 (52,900)	44,500 (45,000)	32,900 (33,000)	63,500 (66,000)

*Too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all sizes and of all scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

TABLE 6 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION STAFF SIZE

POSITION: CHIEF PAID EXECUTIVE

Association Staff Size	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
1-10	804	$ 55,100 (58,500)	$ 51,000 (54,000)	$ 40,000 (41,500)	$ 65,800 (69,800)
11-20	201	88,000 (94,200)	83,500 (90,900)	65,000 (66,400)	105,000 (114,000)
21-50	166	112,500 (119,200)	100,000 (108,500)	80,000 (81,500)	128,400 (135,000)
51-100	54	121,900 (125,700)	110,800 (114,200)	90,000 (95,000)	145,000 (145,000)
Over 100	49	178,400 (187,700)	180,400 (180,400)	115,000 (115,000)	230,000 (247,500)
INDIVIDUAL MEMBERSHIP ORGANIZATIONS					
1-10	429	$ 46,700 (48,800)	$ 43,000 (45,500)	$ 35,000 (35,000)	$ 57,000 (58,900)
11-20	117	68,900 (72,400)	66,400 (70,000)	54,000 (55,000)	81,400 (85,000)
21-50	106	84,800 (89,300)	80,000 (84,300)	69,500 (73,500)	98,000 (102,000)
51-100	62	106,400 (111,800)	101,700 (103,500)	82,500 (84,000)	123,000 (131,400)
Over 100	37	145,100 (154,400)	135,000 (141,500)	113,400 (120,500)	170,000 (178,400)

IMPORTANT NOTE: Includes associations of all types, budgets and scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

TABLE 7 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION STAFF SIZE

POSITION: DEPUTY CHIEF PAID EXECUTIVE

Association Staff Size	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
1-10	285	$ 36,900 (38,300)	$ 34,000 (35,000)	$ 25,200 (27,000)	$ 45,800 (47,000)
11-20	119	54,300 (55,900)	52,000 (53,000)	40,000 (42,500)	63,100 (65,000)
21-50	101	68,700 (71,200)	66,000 (67,100)	52,000 (54,900)	80,000 (85,000)
51-100	37	76,300 (77,400)	72,000 (78,000)	63,300 (63,300)	90,000 (90,000)
Over 100	29	112,400 (115,600)	104,800 (104,800)	89,200 (89,200)	133,000 (140,500)
INDIVIDUAL MEMBERSHIP ORGANIZATIONS					
1-10	123	$ 33,700 (34,400)	$ 32,000 (32,000)	$ 25,000 (25,000)	$ 40,000 (40,000)
11-20	65	44,600 (45,100)	41,000 (41,200)	35,000 (35,000)	50,000 (50,000)
21-50	62	61,200 (62,600)	59,500 (60,100)	53,000 (54,000)	70,000 (71,500)
51-100	38	72,900 (74,700)	70,600 (70,800)	56,300 (57,800)	83,500 (89,000)
Over 100	24	106,900 (110,100)	95,200 (97,700)	83,800 (85,500)	108,700 (119,400)

IMPORTANT NOTE: Includes associations of all types, budgets and scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

TABLE 8 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY GEOGRAPHIC LOCATION

POSITION: CHIEF PAID EXECUTIVE

Geographic Location	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
New England	52	$ 72,100 (75,500)	$ 60,300 (60,500)	$ 46,000 (46,300)	$ 96,300 (97,000)
Middle Atlantic	144	79,600 (83,800)	65,000 (70,500)	49,500 (50,000)	100,000 (104,000)
East North Central	241	70,200 (73,900)	60,000 (62,000)	44,000 (45,400)	83,000 (85,000)
West North Central	109	60,900 (64,400)	52,000 (56,000)	42,000 (42,900)	71,000 (75,000)
South Atlantic	389	93,800 (99,900)	81,000 (85,500)	55,000 (56,400)	116,400 (121,000)
East South Central	44	59,700 (63,000)	57,300 (60,000)	41,500 (41,500)	71,800 (74,300)
West South Central	96	66,100 (69,900)	55,000 (60,700)	42,000 (43,800)	82,800 (91,500)
Mountain	72	52,800 (56,700)	51,500 (55,200)	38,500 (41,500)	65,200 (70,500)
Pacific	138	67,000 (71,200)	59,000 (61,200)	43,000 (45,500)	84,000 (90,000)
INDIVIDUAL MEMBERSHIP ORGANIZATIONS					
New England	32	$ 56,200 (57,800)	$ 54,300 (56,300)	$ 37,500 (40,000)	$ 69,300 (69,300)
Middle Atlantic	80	66,700 (70,500)	60,300 (60,300)	40,000 (42,200)	80,000 (85,000)
East North Central	143	70,400 (74,200)	60,000 (62,000)	43,000 (45,000)	90,000 (94,500)
West North Central	62	55,400 (58,000)	47,800 (51,800)	39,500 (39,500)	63,500 (65,000)
South Atlantic	208	76,500 (80,400)	70,000 (74,400)	47,700 (50,000)	92,000 (97,800)
East South Central	36	52,600 (57,500)	42,000 (43,300)	35,500 (37,000)	64,000 (69,700)
West South Central	58	65,400 (68,300)	56,300 (61,200)	40,000 (42,000)	84,000 (85,000)
Mountain	46	53,600 (55,800)	50,000 (52,800)	36,000 (37,400)	68,000 (68,500)
Pacific	93	52,000 (54,500)	47,500 (49,500)	38,000 (40,500)	59,400 (61,400)

IMPORTANT NOTE: Includes associations of all types, sizes and scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

TABLE 9 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY GEOGRAPHIC LOCATION

POSITION: DEPUTY CHIEF PAID EXECUTIVE

Geographic Location	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
New England	22	$ 58,400 (60,200)	$ 47,700 (50,500)	$ 28,000 (32,000)	$ 62,400 (62,400)
Middle Atlantic	68	54,300 (55,900)	47,500 (48,100)	33,500 (35,000)	67,500 (68,400)
East North Central	100	49,700 (51,200)	40,000 (40,500)	30,000 (30,600)	61,500 (64,000)
West North Central	49	41,500 (42,600)	39,800 (41,600)	27,000 (27,000)	52,000 (53,000)
South Atlantic	192	63,500 (65,900)	60,000 (60,000)	40,000 (41,200)	79,900 (82,900)
East South Central	17	45,900 (47,200)	46,200 (47,400)	*	*
West South Central	43	42,000 (43,300)	36,000 (39,000)	24,000 (25,000)	60,000 (60,000)
Mountain	29	38,600 (40,000)	37,200 (39,200)	26,700 (27,000)	50,100 (50,500)
Pacific	56	47,300 (48,500)	42,000 (42,300)	32,500 (33,500)	59,800 (60,300)
INDIVIDUAL MEMBERSHIP ORGANIZATIONS					
New England	12	$ 41,000 (41,400)	$ 35,800 (37,100)	*	*
Middle Atlantic	32	48,800 (49,800)	40,000 (40,000)	$ 36,000 (36,000)	$ 55,300 (55,300)
East North Central	73	59,900 (61,500)	53,000 (54,200)	38,000 (38,500)	70,000 (70,000)
West North Central	25	43,900 (44,500)	40,000 (40,000)	30,000 (30,000)	56,000 (56,000)
South Atlantic	88	54,700 (55,600)	53,500 (53,500)	33,500 (33,500)	69,900 (71,500)
East South Central	8	58,500 (61,800)	54,500 (60,800)	*	*
West South Central	30	52,500 (54,200)	40,700 (41,900)	32,000 (32,900)	70,000 (70,000)
Mountain	16	41,100 (41,300)	40,300 (40,300)	*	*
Pacific	30	40,800 (41,500)	34,500 (35,300)	28,000 (28,000)	50,000 (50,000)

*Too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types, sizes and scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

TABLE 10 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY SELECTED METROPOLITAN AREAS

POSITION: CHIEF PAID EXECUTIVE

Selected Metropolitan Area	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
Albany	18	$ 61,600 (65,700)	$ 55,300 (57,900)	*	*
Atlanta	40	75,700 (81,200)	72,500 (80,000)	$ 50,200 (55,200)	$ 93,000 (96,500)
Austin	41	70,500 (75,000)	60,000 (67,500)	47,000 (50,000)	85,000 (93,000)
Boston	26	62,800 (66,600)	60,300 (60,500)	40,400 (40,500)	85,000 (92,500)
Chicago	132	91,700 (97,800)	79,500 (84,500)	58,500 (60,000)	112,800 (119,000)
Columbus	40	61,600 (63,400)	61,000 (61,000)	43,000 (45,200)	70,800 (74,500)
Dallas	39	71,300 (76,400)	61,000 (66,000)	49,000 (49,000)	86,000 (93,500)
Denver	47	55,300 (58,900)	56,000 (57,500)	40,000 (45,000)	66,000 (68,500)
Des Moines	23	60,100 (63,500)	51,500 (59,500)	42,500 (42,500)	70,000 (71,000)
Harrisburg	29	60,000 (62,300)	52,500 (60,000)	40,500 (42,000)	70,000 (72,500)
Houston	22	82,400 (85,100)	75,000 (78,200)	51,400 (58,900)	95,000 (96,000)
Indianapolis	29	54,700 (56,700)	55,000 (55,000)	37,400 (38,000)	66,000 (70,000)
Kansas City (MO)	29	60,300 (62,600)	55,000 (55,000)	40,000 (40,500)	70,000 (78,000)
Lansing	33	66,500 (70,100)	58,400 (58,400)	51,000 (51,000)	75,000 (75,000)
Los Angeles	63	66,500 (71,300)	57,500 (61,000)	43,000 (47,000)	67,000 (72,000)
Madison	28	63,400 (64,600)	57,500 (57,500)	41,500 (42,500)	82,500 (82,500)
Miami	20	59,100 (63,100)	53,000 (55,000)	41,700 (43,200)	73,300 (78,200)
Minneapolis	41	65,900 (69,700)	55,000 (60,000)	48,400 (50,000)	81,000 (88,000)
Nashville	19	50,400 (53,200)	44,000 (48,900)	*	*
New York	112	93,200 (98,400)	81,000 (85,000)	57,500 (59,500)	105,500 (117,500)
Philadelphia	39	64,000 (67,600)	60,000 (60,000)	38,000 (41,000)	82,900 (89,900)
Phoenix	23	55,400 (57,700)	50,000 (54,900)	35,000 (35,000)	72,000 (72,000)
Portland	20	52,600 (54,700)	43,800 (48,500)	31,300 (34,500)	64,500 (64,500)
San Francisco	44	70,500 (73,500)	60,000 (60,500)	42,500 (46,000)	89,500 (89,500)
St. Louis	20	68,000 (76,000)	57,800 (62,000)	43,500 (46,500)	88,700 (93,500)
Tallahassee	17	72,200 (80,800)	66,000 (67,500)	*	*
Washington, DC	366	105,200 (111,400)	91,300 (97,300)	70,000 (72,500)	125,000 (130,000)

*Too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types, scopes and sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

TABLE 11 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY SELECTED METROPOLITAN AREAS

POSITION: DEPUTY CHIEF PAID EXECUTIVE

Selected Metropolitan Area	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
Albany	14	$ 45,900 (46,600)	$ 42,500 (42,500)	*	*
Atlanta	25	47,400 (48,500)	42,000 (45,800)	$ 35,500 (35,500)	$ 60,000 (60,000)
Austin	22	50,800 (52,800)	46,500 (47,700)	36,000 (38,000)	59,300 (59,300)
Boston	13	39,800 (41,400)	36,400 (36,400)	*	*
Chicago	70	70,800 (73,300)	61,400 (64,400)	42,100 (42,100)	77,000 (91,200)
Columbus	13	48,700 (49,200)	45,000 (45,000)	*	*
Dallas	22	48,600 (50,300)	33,000 (34,500)	27,500 (27,500)	70,000 (70,000)
Denver	15	43,000 (43,400)	46,200 (46,200)	*	*
Des Moines	12	45,000 (45,500)	47,000 (50,000)	*	*
Harrisburg	15	50,300 (51,400)	50,000 (50,000)	*	*
Houston	9	53,000 (53,200)	62,500 (62,500)	*	*
Indianapolis	14	34,000 (34,300)	32,700 (32,700)	*	*
Kansas City (MO)	15	44,700 (45,500)	38,900 (38,900)	*	*
Lansing	17	41,200 (42,000)	39,400 (39,400)	*	*
Los Angeles	19	48,300 (49,600)	43,200 (43,200)	*	*
Madison	13	48,200 (48,600)	45,000 (45,000)	*	*
Miami	7	43,300 (44,000)	37,500 (37,500)	*	*
Minneapolis	18	45,500 (46,100)	41,000 (44,400)	*	*
Nashville	6	42,400 (43,500)	49,800 (49,800)	*	*
New York	46	63,300 (64,200)	50,100 (50,600)	38,000 (40,000)	85,000 (85,000)
Philadelphia	16	49,700 (52,500)	41,100 (46,500)	*	*
Phoenix	6	34,600 (35,600)	26,700 (27,600)	*	*
Portland	6	46,800 (48,000)	45,800 (45,800)	*	*
San Francisco	21	48,000 (49,100)	42,500 (44,000)	29,000 (30,000)	59,500 (61,400)
St. Louis	9	50,300 (52,600)	51,000 (51,000)	*	*
Tallahassee	6	34,200 (35,000)	37,000 (39,500)	*	*
Washington, DC	187	70,700 (72,800)	64,000 (65,000)	50,000 (50,000)	88,000 (88,700)

*Too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types, scopes and sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

TABLE 12 SUMMARY DATA— BASE SALARY & TOTAL CASH COMPENSATION

POSITION: CHIEF PAID EXECUTIVE

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
$200,000 or less	277	$ 36,800 (38,900)	$ 34,500 (35,900)	$ 27,000 (28,500)	$ 44,500 (47,000)
$200,001- $300,000	221	45,500 (47,300)	42,400 (44,000)	37,000 (38,000)	52,000 (55,000)
$300,001- $500,000	305	52,200 (55,000)	50,000 (52,400)	40,000 (42,400)	61,000 (64,400)
$500,001- $750,000	244	60,900 (64,600)	56,200 (60,000)	46,700 (50,000)	70,200 (75,000)
$750,001- $1,000,000	175	65,300 (68,300)	60,000 (62,500)	50,000 (51,900)	75,500 (80,000)
$1,000,001- $2,500,000	387	81,200 (86,400)	78,000 (83,000)	62,500 (66,000)	96,000 (100,000)
$2,500,001- $5,000,000	209	103,500 (110,000)	96,000 (101,500)	77,500 (80,000)	122,000 (128,500)
$5,000,001- $10,000,000	114	120,100 (126,500)	105,500 (114,300)	90,000 (95,000)	145,000 (147,000)
Over $10,000,000	95	165,000 (175,100)	150,000 (160,000)	116,000 (123,000)	206,000 (230,000)
Geographic Location					
New England	84	$ 66,100 (68,700)	$ 57,800 (60,000)	$ 40,200 (41,700)	$ 81,500 (84,500)
Middle Atlantic	224	75,000 (79,100)	63,000 (67,000)	45,000 (46,400)	91,000 (98,300)
East North Central	384	70,200 (74,000)	60,000 (62,000)	44,000 (45,400)	83,500 (89,500)
West North Central	172	59,100 (62,300)	50,500 (54,500)	40,000 (42,400)	70,000 (74,200)
South Atlantic	600	87,600 (92,900)	77,000 (80,500)	50,000 (53,000)	105,000 (110,000)
East South Central	81	56,200 (60,200)	51,500 (55,000)	36,000 (38,400)	65,400 (71,900)
West South Central	154	65,800 (69,300)	55,800 (60,700)	40,000 (42,500)	84,000 (85,000)
Mountain	118	53,100 (56,400)	51,000 (55,000)	38,400 (39,500)	66,000 (68,500)
Pacific	231	61,000 (64,500)	53,000 (55,900)	40,500 (42,900)	72,000 (75,000)
Association Scope					
International/ National	847	$ 91,700 (97,200)	$ 80,000 (84,000)	$ 58,400 (60,000)	$ 110,000 (120,000)
State/Regional	827	60,900 (64,000)	54,500 (57,000)	40,500 (42,500)	72,500 (76,500)
Local	374	50,800 (54,100)	45,000 (48,300)	35,000 (35,500)	60,000 (64,400)

IMPORTANT NOTE: Includes associations of all types, scopes and sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

TABLE 13 SUMMARY DATA— BASE SALARY & TOTAL CASH COMPENSATION

POSITION: DEPUTY CHIEF PAID EXECUTIVE

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
$200,000 or less	36	$ 25,700 (27,000)	$ 22,300 (23,500)	$ 19,800 (20,000)	$ 29,300 (30,500)
$200,001- $300,000	56	28,300 (29,200)	26,200 (27,000)	24,000 (24,500)	30,000 (30,500)
$300,001- $500,000	117	32,300 (33,200)	30,000 (31,100)	24,000 (25,000)	38,000 (40,000)
$500,001- $750,000	104	39,700 (40,900)	37,500 (38,300)	30,000 (30,000)	46,600 (47,000)
$750,001- $1,000,000	93	43,100 (43,800)	40,000 (40,000)	32,400 (33,000)	53,000 (53,000)
$1,000,001- $2,500,000	221	51,300 (52,700)	50,000 (50,500)	40,000 (40,000)	61,800 (62,500)
$2,500,001- $5,000,000	127	66,300 (68,600)	62,000 (63,500)	50,100 (51,500)	78,800 (80,000)
$5,000,001- $10,000,000	69	80,600 (82,600)	80,000 (83,000)	67,600 (67,600)	91,500 (92,000)
Over $10,000,000	59	106,900 (110,200)	95,000 (100,000)	75,000 (75,100)	111,900 (126,500)
Geographic Location					
New England	34	$ 52,200 (53,600)	$ 42,500 (44,100)	$ 28,000 (31,500)	$ 59,000 (62,000)
Middle Atlantic	100	52,500 (53,900)	45,000 (45,800)	35,000 (35,300)	62,100 (63,500)
East North Central	173	54,000 (55,500)	45,000 (45,000)	33,000 (34,000)	65,300 (67,100)
West North Central	75	42,700 (43,600)	40,000 (40,000)	27,000 (27,000)	54,000 (55,000)
South Atlantic	282	60,600 (62,500)	56,000 (59,000)	38,000 (40,000)	76,500 (78,000)
East South Central	26	48,700 (50,600)	47,700 (48,000)	34,800 (34,800)	60,000 (65,000)
West South Central	73	46,300 (47,800)	39,000 (39,100)	28,000 (28,000)	62,500 (62,500)
Mountain	45	39,500 (40,400)	38,000 (39,200)	25,000 (25,000)	50,000 (50,100)
Pacific	86	45,000 (46,100)	39,900 (40,000)	30,000 (31,000)	58,500 (59,500)
Association Scope					
International/ National	406	$ 64,300 (66,300)	$ 59,600 (60,000)	$ 40,000 (41,000)	$ 78,800 (83,000)
State/Regional	360	44,200 (45,300)	40,000 (40,000)	29,000 (30,000)	55,600 (57,500)
Local	128	38,500 (39,700)	34,800 (35,300)	26,700 (27,000)	44,700 (45,200)

IMPORTANT NOTE: Includes associations of all types, scopes and sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the base salary.

• SECTION II •

Total Cash Compensation for Department Head Personnel

TABLE 14 TOTAL CASH COMPENSATION
POSITION: DIRECTOR OF ADMINISTRATION

Description of Functions: Handles the internal administrative matters of the association. Responsible for administration of the association's headquarters and field offices, including personnel, office equipment, facilities, and necessary support services. If the position of controller does not exist, also administers the accounting, payroll and disbursement functions.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	300	$46,900	$42,500	$31,600	$56,100
State	213	34,200	30,000	23,400	40,000
Local	63	30,900	27,300	22,000	32,800
TYPE					
Trade Associations	369	40,000	34,000	25,000	50,000
Individual Membership Organizations	204	41,400	36,000	28,000	50,600
METROPOLITAN AREA					
Washington	146	48,300	45,200	34,000	60,000
New York	34	53,000	43,500	32,000	73,500
Chicago	47	46,700	39,000	30,500	53,700

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	14	$23,100	$22,500	*	*	2	*	*	*	*
$200,001-$300,000	24	23,200	21,600	$19,900	$25,500	7	$29,100	$29,000	*	*
$300,001-$500,000	37	25,700	24,000	21,500	27,600	20	25,200	23,500	$22,000	$27,200
$500,001-$750,000	46	30,700	28,100	23,000	35,000	18	29,800	30,000	*	*
$750,001-$1,000,000	41	31,100	30,000	23,500	36,000	16	27,500	26,300	*	*
$1,000,001-$2,500,000	90	38,800	37,300	28,900	45,000	53	36,300	32,000	28,500	43,000
$2,500,001-$5,000,000	68	49,200	48,300	36,200	59,500	40	43,200	45,000	33,800	50,300
$5,000,001-$10,000,000	25	64,500	62,700	50,000	68,900	22	55,600	54,800	48,500	65,000
Over $10,000,000	20	80,400	75,300	66,000	88,600	22	74,400	71,100	57,500	89,900
AREA										
New England	12	52,500	37,400	*	*	4	*	*	*	*
Middle Atlantic	39	42,300	33,000	24,000	63,000	25	39,100	30,000	27,200	50,500
East North Central	67	35,800	30,800	23,000	40,000	46	44,400	36,200	29,500	53,000
West North Central	31	32,500	30,000	21,200	40,000	12	36,000	32,200	*	*
South Atlantic	140	45,000	40,000	28,700	57,300	68	43,100	39,100	30,000	52,500
East South Central	8	32,700	28,300	*	*	6	40,000	37,900	*	*
West South Central	24	33,400	30,100	24,900	41,000	16	40,200	32,900	*	*
Mountain	15	26,000	25,000	*	*	9	37,300	40,000	*	*
Pacific	33	40,200	33,100	27,300	46,500	18	38,800	33,600	*	*
SCOPE										
International/ National	170	49,100	45,100	33,000	60,000	128	44,200	40,300	30,000	53,300
State/Regional	153	32,500	27,600	22,300	39,000	59	38,700	32,400	25,000	45,100
Local	46	31,400	27,200	22,500	33,000	17	29,500	27,500	*	*

*Too few responses to obtain statistically valid information.

TABLE 15 TOTAL CASH COMPENSATION
POSITION: ADVERTISING DIRECTOR

Description of Functions: Develops and administers the association's national, regional, and/or local advertising activities. Assists members and member committees in development and execution of their advertising programs. Maintains liaison and makes arrangements with advertising agencies and media. (Do not confuse with advertising sales manager, who has the responsibility for selling advertising in association publications.)

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	32	$43,400	$37,200	$29,500	$60,400
State/Regional	15	31,700	30,800	*	*
Local	4	*	*	*	*
TYPE					
Trade Associations	37	40,000	34,500	28,000	49,000
Individual Membership Organizations	14	37,800	34,000	*	*
METROPOLITAN AREA					
Washington	12	46,300	41,500	*	*
New York	5	52,400	47,500	*	*
Chicago	5	42,500	43,000	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	1	*	*	*	*
$500,001-$750,000	3	*	*	*	*	1	*	*	*	*
$750,001-$1,000,000	3	*	*	*	*	1	*	*	*	*
$1,000,001-$2,500,000	10	$31,800	$29,500	*	*	3	*	*	*	*
$2,500,001-$5,000,000	8	34,300	34,000	*	*	3	*	*	*	*
$5,000,001-$10,000,000	6	52,700	54,500	*	*	2	*	*	*	*
Over $10,000,000	6	66,900	69,800	*	*	3	*	*	*	*
AREA										
New England	1	*	*	*	*	0	—	—	—	—
Middle Atlantic	3	*	*	*	*	4	*	*	*	*
East North Central	7	40,800	22,800	*	*	1	*	*	*	*
West North Central	3	*	*	*	*	2	*	*	*	*
South Atlantic	13	43,500	36,400	*	*	3	*	*	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	4	*	*	*	*	2	*	*	*	*
Mountain	2	*	*	*	*	1	*	*	*	*
Pacific	4	*	*	*	*	1	*	*	*	*
SCOPE										
International/ National	26	43,100	35,500	$29,000	$60,000	6	$45,100	$43,000	*	*
State/Regional	8	33,100	32,400	*	*	7	30,100	30,800	*	*
Local	3	*	*	*	*	1	*	*	*	*

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 16 TOTAL CASH COMPENSATION
POSITION: ADVERTISING SALES MANAGER

Description of Functions: Directs the promotion, marketing, selling, and servicing of advertising in the association's major periodical and special publications. This includes direct selling and may include supervision of other salespersons or outside sales representatives. (Do not confuse with advertising director.)

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	71	$39,700	$34,800	$27,900	$48,000
State/Regional	14	27,800	24,500	*	*
Local	3	*	*	*	*
TYPE					
Trade Associations	46	36,400	34,400	24,800	45,000
Individual Membership Organizations	42	38,200	30,700	26,300	42,500
METROPOLITAN AREA					
Washington	26	32,100	26,800	24,400	38,900
New York	10	46,800	46,800	*	*
Chicago	7	43,800	34,000	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	1	*	*	*	*
$200,001-$300,000	0	—	—	—	—	1	*	*	*	*
$300,001-$500,000	3	*	*	*	*	0	—	—	—	—
$500,001-$750,000	1	*	*	*	*	2	*	*	*	*
$750,001-$1,000,000	4	*	*	*	*	1	*	*	*	*
$1,000,001-$2,500,000	12	$32,800	$28,800	*	*	4	*	*	*	*
$2,500,001-$5,000,000	12	36,000	34,300	*	*	8	$34,600	$32,800	*	*
$5,000,001-$10,000,000	5	47,100	48,000	*	*	11	40,500	32,000	*	*
Over $10,000,000	8	45,000	47,000	*	*	11	47,900	40,000	*	*
AREA										
New England	2	*	*	*	*	3	*	*	*	*
Middle Atlantic	10	42,400	43,200	*	*	3	*	*	*	*
East North Central	9	34,000	32,000	*	*	8	40,200	32,300	*	*
West North Central	3	*	*	*	*	4	*	*	*	*
South Atlantic	18	37,100	36,000	*	*	17	40,400	27,900	*	*
East South Central	1	*	*	*	*	0	—	—	—	—
West South Central	1	*	*	*	*	2	*	*	*	*
Mountain	1	*	*	*	*	2	*	*	*	*
Pacific	1	*	*	*	*	3	*	*	*	*
SCOPE										
International/ National	32	40,200	39,500	$30,100	$48,700	39	39,200	32,000	$27,500	$44,600
State/Regional	11	28,700	25,000	*	*	3	*	*	*	*
Local	3	*	*	*	*	0	—	—	—	—

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 17 TOTAL CASH COMPENSATION
POSITION: CHIEF STAFF ATTORNEY

Description of Functions: Serves as the full-time head of the association's legal staff. This is an internal position, not an outside counsel. Handles legal matters for the association and provides legal advice to association personnel or members. May appear as a witness before legislative, regulatory or administrative agencies. If this individual spends 75% or more of his/her time on government relations, salary should be reported as government relations director.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	60	$75,400	$68,600	$53,900	$87,500
State/Regional	77	55,400	50,000	40,000	62,400
Local	3	*	*	*	*
TYPE					
Trade Associations	88	67,400	57,700	44,800	81,800
Individual Membership Organizations	51	57,500	53,000	40,400	64,700
METROPOLITAN AREA					
Washington	41	81,200	74,100	59,000	99,300
New York	3	*	*	*	*
Chicago	11	74,200	71,000	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	1	*	*	*	*
$200,001-$300,000	2	*	*	*	*	0	—	—	—	—
$300,001-$500,000	2	*	*	*	*	0	—	—	—	—
$500,001-$750,000	6	$46,100	$46,700	*	*	0	—	—	—	—
$750,001-$1,000,000	6	47,500	47,000	*	*	5	$59,000	$48,000	*	*
$1,000,001-$2,500,000	24	56,800	54,800	$38,500	$72,800	19	49,000	47,500	*	*
$2,500,001-$5,000,000	21	63,800	58,300	52,000	71,000	5	43,800	48,000	*	*
$5,000,001-$10,000,000	11	86,100	95,000	*	*	11	57,000	53,000	*	*
Over $10,000,000	13	100,400	110,000	*	*	9	86,700	77,300	*	*
AREA										
New England	4	*	*	*	*	0	—	—	—	—
Middle Atlantic	9	54,400	50,000	*	*	6	59,900	52,500	*	*
East North Central	14	58,300	46,700	*	*	10	62,200	47,000	*	*
West North Central	8	49,100	51,500	*	*	5	50,100	48,000	*	*
South Atlantic	37	82,200	73,500	59,000	106,900	13	55,600	53,000	*	*
East South Central	2	*	*	*	*	4	*	*	*	*
West South Central	5	37,900	34,000	*	*	5	53,700	50,200	*	*
Mountain	1	*	*	*	*	4	*	*	*	*
Pacific	8	82,800	83,700	*	*	4	*	*	*	*
SCOPE										
International/ National	41	79,000	71,000	54,800	99,300	18	68,300	64,400	*	*
State/Regional	46	57,400	50,300	38,000	70,000	31	52,400	48,000	$40,000	$59,300
Local	1	*	*	*	*	2	*	*	*	*

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 18 TOTAL CASH COMPENSATION
POSITION: CHAPTER RELATIONS DIRECTOR

Description of Functions: Coordinates the activities of chapters of the association. Facilitates the flow of information between the chapters, and between the chapters and the parent association.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	44	$33,200	$31,300	$25,000	$40,200
State/Regional	16	29,800	25,000	*	*
Local	2	*	*	*	*
TYPE					
Trade Associations	28	32,900	30,800	24,500	41,000
Individual Membership Organizations	34	31,800	28,000	23,100	37,500
METROPOLITAN AREA					
Washington	18	34,900	33,100	*	*
New York	2	*	*	*	*
Chicago	7	40,700	36,500	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	1	*	*	*	*
$300,001-$500,000	1	*	*	*	*	0	—	—	—	—
$500,001-$750,000	1	*	*	*	*	2	*	*	*	*
$750,001-$1,000,000	1	*	*	*	*	1	*	*	*	*
$1,000,001-$2,500,000	7	$30,200	$26,000	*	*	9	$28,800	$26,500	*	*
$2,500,001-$5,000,000	9	31,600	27,000	*	*	8	25,200	25,500	*	*
$5,000,001-$10,000,000	4	*	*	*	*	8	37,500	37,300	*	*
Over $10,000,000	3	*	*	*	*	5	42,400	45,000	*	*
AREA										
New England	1	*	*	*	*	1	*	*	*	*
Middle Atlantic	3	*	*	*	*	1	*	*	*	*
East North Central	5	34,400	26,600	*	*	7	34,500	28,000	*	*
West North Central	3	*	*	*	*	5	23,800	26,000	*	*
South Atlantic	11	32,700	31,000	*	*	13	34,400	34,000	*	*
East South Central	0	—	—	—	—	1	*	*	*	*
West South Central	0	—	—	—	—	4	*	*	*	*
Mountain	1	*	*	*	*	0	—	—	—	—
Pacific	4	*	*	*	*	2	*	*	*	*
SCOPE										
International/ National	15	35,600	32,500	*	*	29	32,000	28,100	$24,000	$37,600
State/Regional	11	29,500	25,100	*	*	5	30,700	22,000	*	*
Local	2	*	*	*	*	0	—	—	—	—

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 19 TOTAL CASH COMPENSATION
POSITION: CHIEF ECONOMIST

Description of Functions: Serves as the staff employee in charge of economic analysis and economic research pertaining to association programs and activities. Advises and assists members and member committees on economic factors affecting the nation, the industry, or the profession. Conducts special economic studies. May testify before legislative or regulatory agencies.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	29	$67,200	$66,000	$40,000	$84,500
State/Regional	18	58,100	45,900	*	*
Local	3	*	*	*	*
TYPE					
Trade Associations	42	63,600	54,000	35,400	73,200
Individual Membership Organizations	7	61,800	57,800	*	*
METROPOLITAN AREA					
Washington	20	70,600	70,000	47,600	86,800
New York	1	*	*	*	*
Chicago	5	92,200	86,900	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	0	—	—	—	—	0	—	—	—	—
$500,001-$750,000	2	*	*	*	*	0	—	—	—	—
$750,001-$1,000,000	3	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	7	$46,900	$35,400	*	*	2	*	*	*	*
$2,500,001-$5,000,000	13	49,500	44,000	*	*	0	—	—	—	—
$5,000,001-$10,000,000	5	82,900	82,000	*	*	3	*	*	*	*
Over $10,000,000	10	86,800	69,800	*	*	2	*	*	*	*
AREA										
New England	2	*	*	*	*	0	—	—	—	—
Middle Atlantic	2	*	*	*	*	0	—	—	—	—
East North Central	7	68,000	44,000	*	*	2	*	*	*	*
West North Central	3	*	*	*	*	1	*	*	*	*
South Atlantic	21	70,100	69,000	$50,000	$82,000	2	*	*	*	*
East South Central	1	*	*	*	*	0	—	—	—	—
West South Central	0	—	—	—	—	1	*	*	*	*
Mountain	0	—	—	—	—	1	*	*	*	*
Pacific	6	64,900	52,900	*	*	0	—	—	—	—
SCOPE										
International/ National	25	67,200	66,000	40,000	82,000	3	*	*	*	*
State/Regional	14	60,200	47,300	*	*	4	*	*	*	*
Local	3	*	*	*	*	0	—	—	—	—

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 20 TOTAL CASH COMPENSATION
POSITION: DIRECTOR OF COMMUNICATIONS/PUBLICATIONS

Description of Functions: Directs the periodical publishing activities of the association, including journals and newsletters. May also be responsible for development and production of non-periodical publications.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	335	$42,200	$38,900	$30,000	$50,000
State/Regional	161	31,400	29,000	24,000	35,900
Local	35	27,700	26,500	21,000	33,000
TYPE					
Trade Associations	284	37,300	33,000	26,300	44,200
Individual Membership Organizations	245	38,700	35,500	26,700	46,000
METROPOLITAN AREA					
Washington	150	43,700	40,000	31,500	51,000
New York	26	53,400	53,500	36,000	67,000
Chicago	58	39,500	37,100	26,500	45,000

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	3	*	*	*	*	2	*	*	*	*
$200,001-$300,000	4	*	*	*	*	3	*	*	*	*
$300,001-$500,000	17	$25,500	$23,800	*	*	11	$24,500	$25,000	*	*
$500,001-$750,000	30	26,300	26,700	$21,500	$30,700	25	26,300	25,000	$22,000	$27,200
$750,001-$1,000,000	35	29,100	27,000	24,000	35,000	26	28,200	27,200	22,000	32,700
$1,000,001-$2,500,000	87	34,800	33,000	27,200	40,000	73	34,300	32,500	28,000	39,100
$2,500,001-$5,000,000	66	42,000	41,000	32,000	51,000	47	40,700	40,300	33,500	46,800
$5,000,001-$10,000,000	24	54,300	51,800	35,100	69,000	34	47,600	45,200	37,000	55,800
Over $10,000,000	16	59,700	55,900	*	*	21	69,600	60,100	48,000	75,000
AREA										
New England	7	43,300	36,000	*	*	4	*	*	*	*
Middle Atlantic	29	42,400	34,800	28,500	52,000	23	41,000	33,500	28,000	55,000
East North Central	50	37,600	33,400	27,800	45,400	58	37,500	33,400	25,000	43,400
West North Central	21	31,800	30,400	25,000	34,000	15	34,800	34,500	*	*
South Atlantic	117	39,500	36,000	28,000	47,000	91	42,100	38,300	29,000	51,800
East South Central	8	31,800	31,600	*	*	6	32,500	32,800	*	*
West South Central	20	29,600	26,000	23,000	34,300	18	32,600	29,500	*	*
Mountain	10	30,800	26,500	*	*	12	33,600	32,900	*	*
Pacific	22	33,600	31,600	26,500	40,000	18	37,200	34,400	*	*
SCOPE										
International/ National	168	42,100	39,000	30,000	51,000	165	42,200	38,600	30,000	50,000
State/Regional	97	31,000	29,000	24,200	35,000	64	32,200	28,300	24,000	36,400
Local	19	27,200	25,800	*	*	16	28,400	26,600	*	*

*Too few responses to obtain statistically valid information.

TABLE 21 TOTAL CASH COMPENSATION
POSITION: DIRECTOR OF CONSUMER AFFAIRS

Description of Functions: Directs the consumer-related activities of the association. Facilitates communications between consumers and member organizations or individual members.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	8	$39,400	$36,400	*	*
State/Regional	12	32,100	26,200	*	*
Local	4	*	*	*	*
TYPE					
Trade Associations	18	36,000	31,200	*	*
Individual Membership Organizations	6	30,600	28,500	*	*
METROPOLITAN AREA					
Washington	6	40,200	41,200	*	*
New York	2	*	*	*	*
Chicago	0	—	—	—	—

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	0	—	—	—	—
$300,001-$500,000	0	—	—	—	—	1	*	*	*	*
$500,001-$750,000	3	*	*	*	*	1	*	*	*	*
$750,001-$1,000,000	3	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	4	*	*	*	*	3	*	*	*	*
$2,500,001-$5,000,000	2	*	*	*	*	0	—	—	—	—
$5,000,001-$10,000,000	0	—	—	—	—	1	*	*	*	*
Over $10,000,000	3	*	*	*	*	0	—	—	—	—
AREA										
New England	0	—	—	—	—	0	—	—	—	—
Middle Atlantic	2	*	*	*	*	0	—	—	—	—
East North Central	6	$29,000	$27,200	*	*	1	*	*	*	*
West North Central	1	*	*	*	*	1	*	*	*	*
South Atlantic	4	*	*	*	*	2	*	*	*	*
East South Central	1	*	*	*	*	0	—	—	—	—
West South Central	1	*	*	*	*	0	—	—	—	—
Mountain	1	*	*	*	*	1	*	*	*	*
Pacific	2	*	*	*	*	1	*	*	*	*
SCOPE										
International/ National	6	42,200	41,200	*	*	2	*	*	*	*
State/Regional	9	34,600	30,000	*	*	3	*	*	*	*
Local	3	*	*	*	*	1	*	*	*	*

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 22 TOTAL CASH COMPENSATION
POSITION: CONTROLLER

Description of Functions: Directs the financial affairs of the association. Prepares and maintains financial statements, records, and reports. Analyzes effectiveness of association systems and procedures. Assists the finance committee of the board of directors in review and analysis of association financial matters. May direct the EDP activities of the association.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	269	$43,400	$40,000	$32,000	$52,600
State/Regional	153	35,800	32,000	24,400	42,000
Local	73	31,300	27,000	22,100	36,000
TYPE					
Trade Associations	289	39,400	36,400	27,000	49,000
Individual Membership Organizations	205	39,200	35,500	27,000	49,500
METROPOLITAN AREA					
Washington	128	45,600	41,900	34,200	55,000
New York	22	50,900	49,200	38,000	65,000
Chicago	47	44,800	40,000	31,000	55,000

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	2	*	*	*	*	1	*	*	*	*
$200,001-$300,000	6	$19,700	$18,800	*	*	2	*	*	*	*
$300,001-$500,000	11	22,100	21,600	*	*	7	$24,000	$22,800	*	*
$500,001-$750,000	27	25,500	23,000	$19,200	$30,000	10	26,300	24,700	*	*
$750,001-$1,000,000	29	30,000	26,900	23,000	35,000	19	25,800	24,000	*	*
$1,000,001-$2,500,000	90	35,400	34,700	28,000	40,000	70	32,800	31,000	$25,000	$38,000
$2,500,001-$5,000,000	60	43,700	40,800	32,600	52,600	42	40,300	38,000	34,000	46,500
$5,000,001-$10,000,000	33	49,300	47,000	41,200	53,600	26	53,200	54,800	43,900	61,200
Over $10,000,000	28	61,800	61,000	51,300	69,500	24	59,300	57,600	48,400	68,100
AREA										
New England	13	41,400	36,500	*	*	6	40,600	43,500	*	*
Middle Atlantic	27	43,300	41,500	34,900	50,000	20	39,000	37,000	25,000	46,400
East North Central	50	40,000	36,800	27,000	49,000	43	40,600	34,800	29,500	49,000
West North Central	20	31,200	28,500	22,300	34,900	18	33,000	29,200	*	*
South Atlantic	109	41,400	38,300	28,000	50,300	72	40,300	37,000	28,800	52,400
East South Central	8	29,900	24,400	*	*	3	*	*	*	*
West South Central	20	35,400	28,700	24,300	43,200	16	41,700	37,900	*	*
Mountain	14	32,900	29,700	*	*	11	40,600	43,100	*	*
Pacific	28	40,300	37,500	26,500	49,400	16	34,800	31,500	*	*
SCOPE										
International/ National	145	43,900	41,000	34,000	52,400	123	42,900	39,000	31,000	54,000
State/Regional	103	35,900	31,000	24,000	42,900	50	35,600	33,000	24,400	41,200
Local	41	32,000	28,800	22,000	37,000	32	30,300	25,000	22,300	32,000

*Too few responses to obtain statistically valid information.

TABLE 23 TOTAL CASH COMPENSATION
POSITION: CONVENTIONS AND MEETINGS DIRECTOR

Description of Functions: Manages the association's convention and other meetings. Books space, hires and directs service contractors, arranges and coordinates all activities at the meeting site.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	289	$39,300	$37,600	$30,000	$45,700
State/Regional	115	29,700	28,000	23,800	33,300
Local	18	28,200	25,000	*	*
TYPE					
Trade Associations	240	37,400	34,400	26,500	45,000
Individual Membership Organizations	180	34,600	33,000	27,500	40,000
METROPOLITAN AREA					
Washington	139	40,600	39,800	30,000	47,000
New York	24	45,400	41,000	35,000	50,000
Chicago	49	38,300	36,000	27,600	41,000

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	2	*	*	*	*
$200,001-$300,000	5	$25,200	$25,500	*	*	2	*	*	*	*
$300,001-$500,000	18	27,800	23,700	*	*	12	$22,600	$20,800	*	*
$500,001-$750,000	19	29,400	28,000	*	*	15	26,700	24,000	*	*
$750,001-$1,000,000	20	26,000	24,500	$23,500	$27,000	9	25,700	25,000	*	*
$1,000,001-$2,500,000	72	34,100	31,500	26,500	41,000	45	33,300	32,000	$26,800	$38,500
$2,500,001-$5,000,000	59	40,400	41,700	32,500	46,500	43	35,500	35,000	30,500	40,000
$5,000,001-$10,000,000	25	45,900	45,000	36,000	57,200	31	39,400	37,300	31,400	43,500
Over $10,000,000	19	61,000	59,000	*	*	17	48,000	48,000	*	*
AREA										
New England	9	32,600	30,000	*	*	2	*	*	*	*
Middle Atlantic	26	41,900	39,000	27,000	46,500	16	31,300	32,000	*	*
East North Central	44	34,500	31,700	26,300	40,000	44	36,200	36,100	26,300	40,800
West North Central	11	30,400	26,400	*	*	9	33,200	32,500	*	*
South Atlantic	107	40,900	40,000	28,500	47,100	70	35,200	35,000	27,800	42,400
East South Central	4	*	*	*	*	3	*	*	*	*
West South Central	9	29,800	26,900	*	*	14	36,400	33,500	*	*
Mountain	9	29,400	25,000	*	*	10	31,100	29,500	*	*
Pacific	21	35,000	30,600	24,900	45,000	12	30,100	30,400	*	*
SCOPE										
International/ National	152	41,900	40,500	30,000	49,300	135	36,300	36,000	29,000	41,000
State/Regional	77	29,600	27,000	24,000	33,500	38	29,900	30,200	22,000	33,000
Local	11	30,100	26,000	*	*	7	25,300	25,000	*	*

*Too few responses to obtain statistically valid information.

TABLE 24 TOTAL CASH COMPENSATION
POSITION: EDUCATION DIRECTOR

Description of Functions: Develops and administers the member and/or public educational programs of the association. Assists members or member committees in development and execution of their education programs.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	188	$46,600	$43,800	$34,700	$55,900
State/Regional	153	37,100	35,000	28,000	42,400
Local	42	28,000	28,700	22,500	32,000
TYPE					
Trade Associations	207	40,400	37,600	30,000	46,600
Individual Membership Organizations	176	41,200	38,000	29,400	51,200
METROPOLITAN AREA					
Washington	70	46,100	45,100	35,000	55,000
New York	21	52,500	45,000	36,000	67,100
Chicago	42	50,300	45,700	37,200	57,900

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	2	*	*	*	*
$200,001-$300,000	6	$34,600	$29,700	*	*	3	*	*	*	*
$300,001-$500,000	10	29,000	28,000	*	*	9	$29,500	$30,000	*	*
$500,001-$750,000	25	32,100	30,000	$26,000	$38,000	15	27,800	25,000	*	*
$750,001-$1,000,000	28	33,600	32,000	29,800	39,800	9	30,200	30,000	*	*
$1,000,001-$2,500,000	54	35,500	33,500	27,800	40,100	55	36,400	35,700	$28,000	$42,000
$2,500,001-$5,000,000	49	46,600	43,600	34,900	54,300	39	42,100	40,500	32,000	51,300
$5,000,001-$10,000,000	19	50,700	50,000	*	*	22	50,900	50,200	43,500	58,000
Over $10,000,000	13	62,700	57,000	*	*	21	62,200	55,700	47,200	63,000
AREA										
New England	12	39,000	32,000	*	*	11	36,000	34,000	*	*
Middle Atlantic	27	45,100	40,000	30,000	60,900	18	41,200	37,000	*	*
East North Central	43	42,100	39,600	30,500	54,000	38	46,300	42,500	34,000	51,800
West North Central	19	32,700	31,500	*	*	14	34,200	32,300	*	*
South Atlantic	66	43,100	40,100	31,000	48,400	48	42,900	41,900	30,000	54,500
East South Central	6	27,700	28,600	*	*	7	37,800	39,600	*	*
West South Central	12	36,900	34,000	*	*	13	43,300	39,900	*	*
Mountain	8	30,200	29,900	*	*	17	36,800	35,000	*	*
Pacific	14	38,700	38,200	*	*	10	37,100	29,900	*	*
SCOPE										
International/ National	91	47,400	43,800	35,000	58,000	97	45,900	43,800	34,000	55,000
State/Regional	95	36,300	34,900	27,900	42,300	58	38,400	35,000	28,600	47,700
Local	21	28,400	28,400	22,100	32,000	21	27,600	29,000	24,000	32,000

*Too few responses to obtain statistically valid information.

TABLE 25 TOTAL CASH COMPENSATION
POSITION: FIELD STAFF DIRECTOR

Description of Functions: Supervises the activities of the field staff of the association. May direct the field staff through regional or area managers.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	33	$43,900	$39,500	$30,000	$56,900
State/Regional	36	46,000	38,300	29,300	55,300
Local	1	*	*	*	*
TYPE					
Trade Associations	32	48,500	43,100	34,100	56,000
Individual Membership Organizations	38	42,600	36,800	28,500	56,900
METROPOLITAN AREA					
Washington	14	58,300	51,300	*	*
New York	4	*	*	*	*
Chicago	6	36,900	37,400	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	0	—	—	—	—
$300,001-$500,000	3	*	*	*	*	1	*	*	*	*
$500,001-$750,000	2	*	*	*	*	2	*	*	*	*
$750,001-$1,000,000	2	*	*	*	*	4	*	*	*	*
$1,000,001-$2,500,000	10	$48,800	$40,500	*	*	8	$28,200	$29,300	*	*
$2,500,001-$5,000,000	4	*	*	*	*	12	35,800	35,500	*	*
$5,000,001-$10,000,000	4	*	*	*	*	3	*	*	*	*
Over $10,000,000	4	*	*	*	*	7	70,300	68,900	*	*
AREA										
New England	0	—	—	—	—	0	—	—	—	—
Middle Atlantic	6	39,600	36,200	*	*	3	*	*	*	*
East North Central	11	36,400	36,000	*	*	8	49,800	38,500	*	*
West North Central	1	*	*	*	*	3	*	*	*	*
South Atlantic	7	68,000	54,900	*	*	15	41,200	38,000	*	*
East South Central	0	—	—	—	—	1	*	*	*	*
West South Central	1	*	*	*	*	3	*	*	*	*
Mountain	1	*	*	*	*	3	*	*	*	*
Pacific	5	63,500	65,000	*	*	2	*	*	*	*
SCOPE										
International/ National	10	49,100	47,300	*	*	23	41,600	35,000	$28,100	$56,900
State/Regional	21	47,300	39,000	$31,000	$55,000	15	44,200	37,500	*	*
Local	1	*	*	*	*	0	—	—	—	—

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 26 TOTAL CASH COMPENSATION
POSITION: FOUNDATION DIRECTOR

Description of Functions: For associations which operate a foundation, this individual serves as the director of foundation activities. Manages all foundation activities, including fund-raising. If the association's Chief Executive serves as the director of the foundation this position covers the individual whose sole responsibility is the direct management of the foundation.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	47	$51,500	$47,900	$37,500	$60,000
State/Regional	20	44,400	40,000	31,300	52,500
Local	3	*	*	*	*
TYPE					
Trade Associations	33	49,900	46,200	37,800	55,000
Individual Membership Organizations	37	47,600	40,000	31,500	60,000
METROPOLITAN AREA					
Washington	24	59,100	51,000	40,000	71,400
New York	1	*	*	*	*
Chicago	10	45,700	45,800	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	2	*	*	*	*
$200,001-$300,000	2	*	*	*	*	0	—	—	—	—
$300,001-$500,000	0	—	—	—	—	0	—	—	—	—
$500,001-$750,000	1	*	*	*	*	2	*	*	*	*
$750,001-$1,000,000	2	*	*	*	*	4	*	*	*	*
$1,000,001-$2,500,000	9	$45,900	$40,600	*	*	5	$35,400	$38,000	*	*
$2,500,001-$5,000,000	10	46,600	50,000	*	*	9	46,500	41,000	*	*
$5,000,001-$10,000,000	4	*	*	*	*	5	48,900	60,000	*	*
Over $10,000,000	5	73,700	70,000	*	*	10	69,500	64,100	*	*
AREA										
New England	1	*	*	*	*	1	*	*	*	*
Middle Atlantic	1	*	*	*	*	2	*	*	*	*
East North Central	7	43,000	45,000	*	*	12	39,100	36,200	*	*
West North Central	2	*	*	*	*	1	*	*	*	*
South Atlantic	17	52,300	50,000	*	*	12	61,800	58,700	*	*
East South Central	0	—	—	—	—	2	*	*	*	*
West South Central	1	*	*	*	*	2	*	*	*	*
Mountain	1	*	*	*	*	3	*	*	*	*
Pacific	3	*	*	*	*	2	*	*	*	*
SCOPE										
International/ National	20	51,300	49,900	$41,300	$57,500	27	51,600	46,500	$33,100	$65,900
State/Regional	11	49,500	45,000	*	*	9	38,200	39,300	*	*
Local	2	*	*	*	*	1	*	*	*	*

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 27 TOTAL CASH COMPENSATION
POSITION: GOVERNMENT RELATIONS DIRECTOR

Description of Functions: Develops and guides the association's legislative programs. Maintains contacts with legislative and government agencies on matters of association interest. Provides counsel to members on present or pending legislation or regulatory matters.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	162	$64,400	$58,000	$43,900	$78,500
State/Regional	168	47,900	44,200	34,700	57,100
Local	27	38,100	35,000	32,000	41,600
TYPE					
Trade Associations	233	58,000	50,400	38,300	70,000
Individual Membership Organizations	124	48,400	43,900	33,200	57,900
METROPOLITAN AREA					
Washington	128	65,800	59,900	46,100	80,000
New York	15	68,500	49,000	*	*
Chicago	15	71,800	54,700	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	3	*	*	*	*	3	*	*	*	*
$200,001-$300,000	5	$37,000	$30,000	*	*	1	*	*	*	*
$300,001-$500,000	10	37,400	35,900	*	*	7	$27,700	$27,400	*	*
$500,001-$750,000	19	43,700	40,000	*	*	4	*	*	*	*
$750,001-$1,000,000	25	47,100	44,900	$35,000	$55,000	7	36,200	36,000	*	*
$1,000,001-$2,500,000	71	48,100	47,500	35,400	57,000	39	41,800	40,000	$33,000	$48,200
$2,500,001-$5,000,000	52	63,200	59,400	49,300	74,000	25	45,200	47,700	34,500	55,000
$5,000,001-$10,000,000	26	73,800	70,200	51,800	91,000	20	58,700	57,500	49,600	65,900
Over $10,000,000	20	97,500	97,100	68,800	120,200	16	77,700	66,600	*	*
AREA										
New England	7	45,900	40,000	*	*	4	*	*	*	*
Middle Atlantic	21	50,100	45,000	33,200	49,000	13	53,700	41,400	*	*
East North Central	30	55,300	46,700	36,000	65,000	19	52,300	48,500	*	*
West North Central	18	43,400	44,200	*	*	8	42,600	37,300	*	*
South Atlantic	110	68,100	60,800	46,000	80,300	52	48,800	48,000	33,900	58,100
East South Central	5	47,900	38,500	*	*	5	53,100	48,100	*	*
West South Central	12	45,000	42,700	*	*	10	47,500	41,000	*	*
Mountain	6	37,800	32,600	*	*	5	42,400	43,500	*	*
Pacific	24	49,800	47,600	38,600	60,000	8	41,500	39,000	*	*
SCOPE										
International/ National	108	68,800	60,800	45,300	83,000	54	35,600	31,900	40,000	59,000
State/Regional	107	50,000	47,300	36,000	59,000	61	44,300	41,400	32,000	55,000
Local	18	40,600	38,000	*	*	9	33,100	33,000	*	*

*Too few responses to obtain statistically valid information.

TABLE 28 TOTAL CASH COMPENSATION
POSITION: DIRECTOR OF HUMAN RESOURCES

Description of Functions: Administers the personnel program for the association's headquarters staff. Manages the associations' recruiting, selection, and training program, prepares the personnel manual and recommends revisions. Administers the compensation program and coordinates the employee performance evaluation process.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	89	$41,900	$36,600	$30,200	$49,500
State/Regional	33	42,400	41,800	31,500	54,700
Local	10	31,700	28,700	*	*
TYPE					
Trade Associations	78	42,300	40,300	30,200	50,000
Individual Membership Organizations	53	40,000	35,900	30,000	47,900
METROPOLITAN AREA					
Washington	50	42,700	39,600	32,200	49,000
New York	10	48,300	42,500	*	*
Chicago	19	41,500	34,500	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	0	—	—	—	—
$500,001-$750,000	6	$31,900	$33,100	*	*	0	—	—	—	—
$750,001-$1,000,000	6	38,100	36,000	*	*	1	*	*	*	*
$1,000,001-$2,500,000	8	39,600	35,300	*	*	2	*	*	*	*
$2,500,001-$5,000,000	17	41,800	40,600	*	*	8	$30,900	$29,000	*	*
$5,000,001-$10,000,000	13	37,500	37,200	*	*	20	32,900	31,800	$25,500	$37,400
Over $10,000,000	23	49,800	49,000	$36,300	$55,000	21	51,400	49,500	36,500	54,000
AREA										
New England	5	50,600	40,000	*	*	1	*	*	*	*
Middle Atlantic	10	41,200	39,500	*	*	4	*	*	*	*
East North Central	12	40,400	40,600	*	*	15	40,000	30,000	*	*
West North Central	5	33,500	34,000	*	*	1	*	*	*	*
South Atlantic	32	44,400	41,600	33,100	50,500	26	38,200	35,500	31,000	46,000
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	2	*	*	*	*	3	*	*	*	*
Mountain	3	*	*	*	*	1	*	*	*	*
Pacific	9	43,100	43,600	*	*	2	*	*	*	*
SCOPE										
International/ National	48	43,100	40,600	30,600	50,000	40	40,900	36,000	30,100	48,000
State/Regional	23	44,400	42,900	33,800	55,000	10	38,000	34,800	*	*
Local	7	30,800	28,700	*	*	3	*	*	*	*

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 29 TOTAL CASH COMPENSATION
POSITION: DIRECTOR OF INFORMATION

Description of Functions: Develops and administers the association's information activities. Makes recommendations to association members on technical problems, and conducts formal and informal research on issues of concern to association members. Serves as administrator of association's library or information center.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	78	$41,600	$38,300	$30,000	$49,200
State/Regional	25	36,000	33,400	25,000	43,000
Local	6	29,200	29,500	*	*
TYPE					
Trade Associations	69	40,700	36,500	30,000	48,000
Individual Membership Organizations	40	37,800	35,100	27,400	49,200
METROPOLITAN AREA					
Washington	44	41,000	38,300	28,900	49,200
New York	3	*	*	*	*
Chicago	12	41,800	42,500	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	1	*	*	*	*
$200,001-$300,000	3	*	*	*	*	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	0	—	—	—	—
$500,001-$750,000	4	*	*	*	*	2	*	*	*	*
$750,001-$1,000,000	8	$28,800	$27,600	*	*	2	*	*	*	*
$1,000,001-$2,500,000	16	40,800	36,000	*	*	14	$29,700	$27,400	*	*
$2,500,001-$5,000,000	20	41,100	41,800	$29,600	$49,600	8	37,800	37,100	*	*
$5,000,001-$10,000,000	8	41,000	44,000	*	*	8	43,300	45,400	*	*
Over $10,000,000	9	59,900	58,200	*	*	5	58,300	54,000	*	*
AREA										
New England	2	*	*	*	*	1	*	*	*	*
Middle Atlantic	9	46,700	35,500	*	*	2	*	*	*	*
East North Central	13	35,800	33,400	*	*	7	48,100	50,000	*	*
West North Central	2	*	*	*	*	3	*	*	*	*
South Atlantic	33	42,700	38,600	30,200	50,300	19	35,400	34,900	*	*
East South Central	2	*	*	*	*	1	*	*	*	*
West South Central	3	*	*	*	*	2	*	*	*	*
Mountain	2	*	*	*	*	2	*	*	*	*
Pacific	3	*	*	*	*	3	*	*	*	*
SCOPE										
International/ National	50	43,400	39,300	30,000	50,000	28	38,500	37,100	$29,200	$48,900
State/Regional	14	35,200	34,200	*	*	11	37,100	32,000	*	*
Local	5	29,900	33,000	*	*	1	*	*	*	*

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 30 TOTAL CASH COMPENSATION
POSITION: MARKETING DIRECTOR

Description of Functions: Develops and guides the marketing activities of the association. Provides assistance to members and member committees in developing or expanding markets for the industry. Supervises marketing research and advertising research programs.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	144	$45,900	$43,100	$31,000	$55,000
State/Regional	69	37,300	33,800	29,000	40,800
Local	26	34,800	31,800	26,000	41,000
TYPE					
Trade Associations	152	43,600	39,500	29,800	54,300
Individual Membership Organizations	86	39,800	35,800	28,500	48,500
METROPOLITAN AREA					
Washington	52	44,200	42,400	33,900	54,900
New York	13	58,500	49,000	*	*
Chicago	27	48,800	44,000	32,000	67,000

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	4	*	*	*	*	3	*	*	*	*
$200,001-$300,000	7	$30,000	$27,000	*	*	0	—	—	—	—
$300,001-$500,000	11	31,400	30,000	*	*	3	*	*	*	*
$500,001-$750,000	11	30,900	28,000	*	*	4	*	*	*	*
$750,001-$1,000,000	13	32,400	31,000	*	*	5	$26,000	$24,000	*	*
$1,000,001-$2,500,000	45	40,000	39,000	$31,000	$48,000	19	37,400	36,000	*	*
$2,500,001-$5,000,000	30	49,100	48,800	34,500	65,000	14	37,100	32,700	*	*
$5,000,001-$10,000,000	18	61,000	57,200	*	*	17	40,400	42,000	*	*
Over $10,000,000	11	63,500	69,200	*	*	19	52,600	49,000	*	*
AREA										
New England	5	34,300	37,500	*	*	2	*	*	*	*
Middle Atlantic	21	50,100	40,800	30,000	55,000	8	31,400	29,800	*	*
East North Central	27	45,400	40,500	31,500	65,400	21	44,700	39,000	$31,000	$53,000
West North Central	8	38,000	30,000	*	*	6	32,500	32,800	*	*
South Atlantic	44	44,500	41,400	30,500	58,700	32	42,400	40,900	32,700	50,000
East South Central	6	25,000	24,500	*	*	0	—	—	—	—
West South Central	11	42,800	42,000	*	*	5	35,700	32,000	*	*
Mountain	11	40,200	34,500	*	*	6	36,800	31,800	*	*
Pacific	19	44,800	40,000	*	*	6	36,600	33,200	*	*
SCOPE										
International/ National	81	49,400	48,000	33,500	63,000	63	41,400	37,000	28,000	50,000
State/Regional	51	37,600	33,800	28,000	44,000	17	36,000	33,000	*	*
Local	20	35,100	31,800	25,800	41,500	6	33,700	33,000	*	*

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 31 TOTAL CASH COMPENSATION
POSITION: MEMBER SERVICES DIRECTOR

Description of Functions: Develops and administers programs and services for members. Identifies need for new services and develops content, scope and cost of new programs. (Do not confuse with membership director.)

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	152	$41,600	$37,600	$28,000	$50,500
State/Regional	100	35,500	31,900	24,000	41,900
Local	35	32,200	26,500	24,000	40,000
TYPE					
Trade Associations	162	40,500	37,500	28,000	50,000
Individual Membership Organizations	124	35,600	31,100	23,300	45,500
METROPOLITAN AREA					
Washington	78	42,500	38,000	30,000	51,000
New York	17	40,900	45,000	*	*
Chicago	25	46,700	34,900	25,700	58,000

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	3	*	*	*	*	1	*	*	*	*
$200,001-$300,000	3	*	*	*	*	5	$26,600	$22,600	*	*
$300,001-$500,000	13	$25,200	$22,900	*	*	9	23,200	23,500	*	*
$500,001-$750,000	16	35,300	31,000	*	*	7	26,500	26,500	*	*
$750,001-$1,000,000	15	31,000	29,000	*	*	10	24,800	23,200	*	*
$1,000,001-$2,500,000	46	37,200	35,500	$26,000	$42,000	34	30,600	28,500	$23,000	$37,500
$2,500,001-$5,000,000	36	46,000	45,600	36,400	58,100	24	34,800	33,900	25,300	43,100
$5,000,001-$10,000,000	16	52,600	48,300	*	*	20	43,100	44,400	32,100	52,300
Over $10,000,000	12	63,200	54,000	*	*	13	62,500	56,000	*	*
AREA										
New England	9	29,800	30,000	*	*	4	*	*	*	*
Middle Atlantic	19	38,400	34,000	*	*	14	33,900	32,000	*	*
East North Central	30	44,200	38,000	25,000	56,500	28	36,600	29,000	23,300	47,000
West North Central	16	39,000	36,100	*	*	7	33,400	23,000	*	*
South Atlantic	54	43,500	38,000	33,000	54,600	50	37,200	34,000	25,000	48,100
East South Central	2	*	*	*	*	2	*	*	*	*
West South Central	10	33,000	26,000	*	*	5	33,300	25,000	*	*
Mountain	4	*	*	*	*	4	*	*	*	*
Pacific	18	39,800	41,100	*	*	10	30,400	28,000	*	*
SCOPE										
International/ National	76	45,700	41,500	33,300	55,300	76	37,500	33,100	25,000	48,800
State/Regional	66	36,700	33,700	25,000	42,000	33	33,500	28,000	23,000	40,000
Local	20	33,500	27,500	24,000	42,000	15	30,500	26,200	*	*

*Too few responses to obtain statistically valid information.

TABLE 32 TOTAL CASH COMPENSATION
POSITION: MEMBERSHIP DIRECTOR

Description of Functions: Directs and administers the association's programs to attract new members. Encourages and initiates efforts by members and member committees in establishing standards for membership and bringing new members into the association. Initiates special promotional programs to interest new members.(Do not confuse with member services director.)

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	177	$37,000	$34,500	$27,000	$45,000
State/Regional	104	32,300	29,600	23,300	38,700
Local	37	27,100	26,300	21,000	30,500
TYPE					
Trade Associations	185	34,800	31,200	25,000	42,600
Individual Membership Organizations	132	33,700	30,000	24,000	41,800
METROPOLITAN AREA					
Washington	84	39,500	36,200	29,000	47,800
New York	16	35,900	34,900	*	*
Chicago	32	39,900	39,300	31,200	46,400

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	1	*	*	*	*
$200,001-$300,000	4	*	*	*	*	4	*	*	*	*
$300,001-$500,000	20	$26,500	$27,500	$20,000	$30,000	8	$24,100	$22,500	*	*
$500,001-$750,000	18	28,400	24,000	*	*	10	24,100	23,300	*	*
$750,001-$1,000,000	18	29,400	27,500	*	*	7	21,400	21,000	*	*
$1,000,001-$2,500,000	54	32,300	30,000	23,800	36,000	36	30,600	29,100	$25,000	$34,900
$2,500,001-$5,000,000	38	39,700	41,800	28,100	46,000	29	34,200	34,000	27,600	43,000
$5,000,001-$10,000,000	19	43,000	40,000	*	*	22	43,800	44,500	36,300	50,600
Over $10,000,000	12	48,100	43,800	*	*	14	45,900	41,500	*	*
AREA										
New England	5	33,400	28,000	*	*	1	*	*	*	*
Middle Atlantic	17	33,900	32,000	*	*	11	37,900	38,000	*	*
East North Central	37	33,600	30,800	23,500	42,000	28	33,800	30,100	22,300	38,500
West North Central	14	28,000	24,500	*	*	6	25,800	23,800	*	*
South Atlantic	65	38,500	34,700	28,000	46,500	49	37,000	34,700	27,800	47,400
East South Central	8	34,000	31,900	*	*	5	30,100	28,000	*	*
West South Central	9	30,700	29,000	*	*	16	27,100	24,500	*	*
Mountain	11	28,300	26,000	*	*	4	*	*	*	*
Pacific	19	36,700	35,400	*	*	12	29,300	28,000	*	*
SCOPE										
International/ National	92	37,700	34,500	27,000	45,000	84	36,400	34,600	27,300	44,500
State/Regional	69	33,400	30,000	24,000	39,900	35	30,000	26,400	22,200	37,700
Local	24	27,700	25,700	21,500	30,700	13	25,900	28,000	*	*

*Too few responses to obtain statistically valid information.

TABLE 33 TOTAL CASH COMPENSATION
POSITION: PUBLIC RELATIONS DIRECTOR

Description of Functions: Directs the association's promotion, publicity, and public relations activities. Provides public relations assistance to members and member committees. Develops cooperative public relations programs with related industries and/or associations. Initiates and administers public and media relations projects for and/or by the association. (Do not confuse with advertising director or marketing director.)

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	183	$48,000	$44,000	$34,000	$56,000
State/Regional	116	35,800	33,000	26,000	41,300
Local	44	29,500	28,000	24,100	32,500
TYPE					
Trade Associations	210	43,100	39,900	29,000	50,000
Individual Membership Organizations	132	39,000	35,000	26,800	45,400
METROPOLITAN AREA					
Washington	87	51,500	48,300	40,000	57,500
New York	25	51,300	48,500	40,000	57,200
Chicago	31	48,200	42,000	31,000	53,900

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	3	*	*	*	*	1	*	*	*	*
$200,001-$300,000	3	*	*	*	*	0	—	—	—	—
$300,001-$500,000	3	*	*	*	*	7	$23,900	$23,000	*	*
$500,001-$750,000	20	$31,900	$30,500	$24,000	$37,900	5	27,600	25,300	*	*
$750,001-$1,000,000	19	32,200	28,600	*	*	7	28,500	29,000	*	*
$1,000,001-$2,500,000	55	35,700	32,500	28,000	41,000	42	33,500	32,000	$25,000	$38,800
$2,500,001-$5,000,000	49	48,200	45,000	37,100	54,100	28	35,900	35,000	30,200	42,700
$5,000,001-$10,000,000	25	51,000	48,300	39,000	56,800	20	45,700	43,500	35,600	52,800
Over $10,000,000	26	63,300	55,400	45,400	80,000	21	58,400	55,000	40,000	67,200
AREA										
New England	13	36,700	31,500	*	*	6	31,700	30,500	*	*
Middle Atlantic	26	46,000	42,500	31,200	57,000	11	41,800	37,000	*	*
East North Central	35	39,100	32,500	28,000	46,500	30	41,700	35,500	30,600	45,700
West North Central	9	36,900	38,200	*	*	9	36,700	33,500	*	*
South Atlantic	81	48,300	45,000	34,800	52,400	48	39,100	36,000	25,000	49,600
East South Central	6	33,300	28,900	*	*	1	*	*	*	*
West South Central	12	37,000	32,400	*	*	13	39,200	35,500	*	*
Mountain	6	31,500	33,700	*	*	10	34,400	32,800	*	*
Pacific	22	42,500	38,500	27,700	50,100	4	*	*	*	*
SCOPE										
International/ National	112	50,400	46,000	36,000	57,800	70	44,500	42,300	31,000	51,000
State/Regional	74	36,100	33,100	26,000	43,200	42	35,100	32,800	27,000	37,000
Local	24	30,500	28,000	24,100	35,300	20	28,200	25,700	24,100	32,000

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 34 TOTAL CASH COMPENSATION
POSITION: REGIONAL OFFICE MANAGER

Description of Functions: Directs the activities of the association in a designated area or region of the country. Supervises and administers the staff of the regional office. Responsible for regional budget, office administration, and clerical operations. Coordinates and carries out association's program activities in a particular region or area.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	40	$44,100	$39,600	$31,800	$50,100
State/Regional	25	36,500	30,000	25,000	43,200
Local	7	37,400	26,000	*	*
TYPE					
Trade Associations	47	40,300	35,500	27,200	47,000
Individual Membership Organizations	25	41,900	40,300	28,000	46,600
METROPOLITAN AREA					
Washington	23	47,500	38,500	32,000	55,000
New York	5	41,800	44,000	*	*
Chicago	7	32,600	31,000	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	3	*	*	*	*	1	*	*	*	*
$500,001-$750,000	2	*	*	*	*	3	*	*	*	*
$750,001-$1,000,000	7	$26,200	$23,000	*	*	0	—	—	—	—
$1,000,001-$2,500,000	11	36,900	31,000	*	*	6	$28,000	$26,700	*	*
$2,500,001-$5,000,000	9	37,000	35,500	*	*	4	*	*	*	*
$5,000,001-$10,000,000	7	52,200	59,500	*	*	3	*	*	*	*
Over $10,000,000	7	49,900	41,600	*	*	7	60,400	50,200	*	*
AREA										
New England	0	—	—	—	—	1	*	*	*	*
Middle Atlantic	6	36,600	40,800	*	*	4	*	*	*	*
East North Central	6	32,200	29,100	*	*	3	*	*	*	*
West North Central	4	*	*	*	*	0	—	—	—	—
South Atlantic	21	41,600	36,300	$29,400	$40,100	10	46,000	39,300	*	*
East South Central	2	*	*	*	*	1	*	*	*	*
West South Central	0	—	—	—	—	3	*	*	*	*
Mountain	2	*	*	*	*	2	*	*	*	*
Pacific	6	48,300	41,500	*	*	1	*	*	*	*
SCOPE										
International/ National	25	44,100	38,900	33,000	55,100	15	44,100	40,300	*	*
State/Regional	17	36,100	30,000	*	*	8	37,500	36,200	*	*
Local	5	35,200	26,000	*	*	2	*	*	*	*

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 35 TOTAL CASH COMPENSATION
POSITION: RESEARCH DIRECTOR

Description of Functions: Directs the association's technical research activities. Assists members or member committees in development and execution of their technical research programs. May carry out technical research involving standards and/or product or service specifications.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	79	$58,200	$50,300	$36,500	$70,000
State/Regional	34	36,500	32,000	25,500	47,500
Local	5	37,800	28,000	*	*
TYPE					
Trade Associations	93	52,500	47,100	30,000	62,000
Individual Membership Organizations	25	45,600	48,100	31,100	54,000
METROPOLITAN AREA					
Washington	41	57,000	53,500	35,000	75,600
New York	9	70,500	49,000	*	*
Chicago	11	59,700	54,000	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	2	*	*	*	*	0	—	—	—	—
$200,001-$300,000	3	*	*	*	*	0	—	—	—	—
$300,001-$500,000	6	$25,600	$25,500	*	*	0	—	—	—	—
$500,001-$750,000	6	38,000	37,500	*	*	0	—	—	—	—
$750,001-$1,000,000	6	35,300	33,500	*	*	1	*	*	*	*
$1,000,001-$2,500,000	20	44,700	41,500	$31,000	$53,200	7	$35,900	$31,100	*	*
$2,500,001-$5,000,000	24	53,100	50,500	35,800	69,500	6	57,400	56,000	*	*
$5,000,001-$10,000,000	10	57,700	54,500	*	*	8	44,300	48,300	*	*
Over $10,000,000	15	86,400	62,000	*	*	3	*	*	*	*
AREA										
New England	4	*	*	*	*	0	—	—	—	—
Middle Atlantic	13	43,700	42,000	*	*	3	*	*	*	*
East North Central	10	57,500	48,900	*	*	6	43,000	48,200	*	*
West North Central	12	36,100	31,000	*	*	1	*	*	*	*
South Atlantic	40	56,900	51,800	34,100	75,400	12	50,300	49,400	*	*
East South Central	4	*	*	*	*	1	*	*	*	*
West South Central	5	42,700	40,000	*	*	0	—	—	—	—
Mountain	2	*	*	*	*	1	*	*	*	*
Pacific	3	*	*	*	*	1	*	*	*	*
SCOPE										
International/ National	60	60,800	51,600	38,000	75,000	19	49,900	50,000	*	*
State/Regional	28	37,400	32,400	27,300	48,200	6	32,100	25,800	*	*
Local	5	37,800	28,000	*	*	0	—	—	—	—

*Too few responses to obtain statistically valid information.

Note: Dashes (–) denote no data available because there were no responses in the category.

TABLE 36 TOTAL CASH COMPENSATION
POSITION: TECHNICAL DIRECTOR

Description of Functions: Plans and administers the technical activities of the association (other than technical research). Assists members or member committees in development and execution of their technical programs. May be a specialist in one or more of the functional fields within the association's mission.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	129	$57,200	$55,000	$44,000	$65,000
State/Regional	31	37,300	35,000	28,600	43,700
Local	10	35,500	32,900	*	*
TYPE					
Trade Associations	115	54,100	48,700	36,000	65,000
Individual Membership Organizations	55	48,600	47,000	35,000	60,800
METROPOLITAN AREA					
Washington	65	63,100	59,700	48,600	71,000
New York	11	63,700	55,700	*	*
Chicago	17	52,800	54,000	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	0	—	—	—	—
$300,001-$500,000	3	*	*	*	*	0	—	—	—	—
$500,001-$750,000	8	$43,300	$35,500	*	*	4	*	*	*	*
$750,001-$1,000,000	13	40,400	42,500	*	*	3	*	*	*	*
$1,000,001-$2,500,000	40	48,900	48,300	$37,000	$59,400	15	$43,000	$43,700	*	*
$2,500,001-$5,000,000	23	55,000	54,400	34,900	65,000	13	43,700	43,500	*	*
$5,000,001-$10,000,000	13	65,800	62,500	*	*	15	59,200	61,800	*	*
Over $10,000,000	12	87,500	71,300	*	*	5	67,800	71,000	*	*
AREA										
New England	4	*	*	*	*	1	*	*	*	*
Middle Atlantic	12	45,700	39,500	*	*	5	49,700	51,000	*	*
East North Central	25	48,900	46,000	33,000	60,000	8	45,300	45,300	*	*
West North Central	6	46,700	47,000	*	*	2	*	*	*	*
South Atlantic	54	62,200	57,400	45,000	71,000	23	55,500	59,700	$45,100	$63,400
East South Central	1	*	*	*	*	1	*	*	*	*
West South Central	2	*	*	*	*	6	47,400	41,000	*	*
Mountain	5	39,600	37,100	*	*	7	35,400	36,400	*	*
Pacific	6	41,200	43,000	*	*	2	*	*	*	*
SCOPE										
International/ National	86	59,900	56,500	45,000	66,000	43	51,800	51,000	37,000	62,500
State/Regional	25	38,000	35,600	32,000	43,100	6	34,700	29,300	*	*
Local	4	*	*	*	*	6	39,400	41,000	*	*

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 37 TOTAL CASH COMPENSATION
POSITION: WASHINGTON OFFICE HEAD

Description of Functions: For associations with headquarters outside of Washington, DC, serves as the association's governmental liaison official in Washington. Principal responsibilities are to keep informed on pending regulation and legislation, and to present the association's point-of-view on behalf of its members. Advises and assists members and member committees on federal regulatory or legislative matters.

SCOPE	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
International/ National	47	$65,500	$61,200	$45,000	$73,800
State/Regional	4	*	*	*	*
Local	0	—	—	—	—
TYPE					
Trade Association	29	67,700	61,200	44,000	77,000
Individual Membership Organizations	21	58,200	52,500	45,000	70,600
METROPOLITAN AREA					
Washington	4	*	*	*	*
New York	8	68,600	66,000	*	*
Chicago	18	73,600	57,200	*	*

	TRADE ASSOCIATIONS					INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
BUDGET	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. of Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	2	*	*	*	*	0	—	—	—	—
$500,001-$750,000	1	*	*	*	*	1	*	*	*	*
$750,001-$1,000,000	3	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	2	*	*	*	*	2	*	*	*	*
$2,500,001-$5,000,000	11	$64,400	$65,800	*	*	4	*	*	*	*
$5,000,001-$10,000,000	4	*	*	*	*	6	$66,600	$67,400	*	*
Over $10,000,000	5	88,500	61,200	*	*	7	67,200	62,500	*	*
AREA										
New England	2	*	*	*	*	0	—	—	—	—
Middle Atlantic	6	74,400	68,800	*	*	2	*	*	*	*
East North Central	10	77,200	63,700	*	*	11	63,700	52,500	*	*
West North Central	3	*	*	*	*	2	*	*	*	*
South Atlantic	2	*	*	*	*	4	*	*	*	*
East South Central	1	*	*	*	*	0	—	—	—	—
West South Central	3	*	*	*	*	2	*	*	*	*
Mountain	1	*	*	*	*	0	—	—	—	—
Pacific	1	*	*	*	*	0	—	—	—	—
SCOPE										
International/ National	25	71,600	63,500	$46,600	$77,500	21	58,200	52,500	$44,900	$70,700
State/Regional	4	*	*	*	*	0	—	—	—	—
Local	0	—	—	—	—	0	—	—	—	—

*Too few responses to obtain statistically valid information.

Note: Dashes (—) denote no data available because there were no responses in the category.

• SECTION III •

PERSONNEL PRACTICES AND FRINGE BENEFITS

TABLE 38 SALARY ADMINISTRATION POLICIES

POSITION: ALL MANAGEMENT PERSONNEL

Salary Administration Policies	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
TOTAL RESPONDENTS	2,021	100%	791	100%	848	100%	382	100%
Established salary grades								
Yes	363	18%	188	24%	128	15%	47	12%
No	1,515	75%	548	69%	666	79%	301	79%
No Answer	143	7%	55	7%	54	6%	34	9%
Established salary ranges								
Yes	720	36%	327	41%	259	31%	134	35%
No	1,196	59%	424	54%	545	64%	227	59%
No Answer	105	5%	40	5%	44	5%	21	5%
Types of salary increases[b]								
Merit	1,418	70%	606	77%	562	66%	250	65%
General (across-the-board)	625	31%	205	26%	296	35%	124	32%
Cost-of-living	543	27%	200	25%	217	26%	126	33%
Length-of-service	109	5%	34	4%	50	6%	25	7%
No Answer	68	3%	24	3%	32	4%	12	3%
Average amounts of salary increases								
Merit	6%		6%		6%		6%	
General	6%		6%		6%		6%	
Cost-of-living	4%		4%		4%		4%	
Length-of-service	4%		3%		5%		4%	
Usual interval of salary reviews								
6 months	55	3%	19	2%	19	2%	17	4%
12 months	1742	86%	704	89%	724	85%	314	82%
Other	19	1%	8	1%	7	1%	4	1%
No set interval	96	5%	30	4%	39	5%	27	7%
No Answer	109	5%	30	4%	59	7%	20	5%
Usual timing of salary reviews								
Anniversary date	500	25%	262	33%	152	18%	86	23%
January 1	511	25%	165	21%	226	27%	120	31%
Fiscal Year	603	30%	209	26%	292	34%	102	27%
Annual Convention	61	3%	38	5%	22	3%	1	a
Other	101	5%	48	6%	32	4%	21	5%
No set time	87	4%	25	3%	40	5%	22	6%
No Answer	158	8%	44	6%	84	10%	30	8%
Use of a nationally recognized salary administration plan								
Yes	174	9%	99	13%	53	6%	22	6%
No	1,836	91%	686	87%	791	93%	359	94%
No Answer	11	1%	6	1%	4	a	1	a
Type of plan (% of "yes" above)								
ASAE	58	33%	26	26%	18	34%	14	64%
Hay	49	28%	31	31%	16	30%	2	9%
Towers, Perrin, Forster & Crosby	20	11%	16	16%	2	4%	2	9%
Other	41	24%	26	26%	12	23%	3	14%
No Answer	6	3%	0	–	5	9%	1	5%

[a]Less than 1%
[b]Percentages add to more than 100% due to multiple answers.

NOTE: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

TABLE 38 SALARY ADMINISTRATION POLICIES Continued

POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Incentive system for chief paid executive								
Yes	338	17%	147	19%	127	15%	64	17%
No	1,655	82%	636	80%	706	83%	313	82%
No Answer	28	1%	8	1%	15	2%	5	1%
Incentive system for deputy chief paid executive								
Yes	115	6%	59	7%	41	5%	15	4%
No	1,442	71%	593	75%	602	71%	247	65%
No Answer	464	23%	139	18%	205	24%	120	31%
Incentive system for department heads								
Yes	174	9%	77	10%	66	8%	31	8%
No	1,438	71%	606	77%	588	69%	244	64%
No Answer	409	20%	108	14%	194	23%	107	28%

NOTE: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

TABLE 39

EMPLOYMENT CONTRACTS
POSITION: CHIEF PAID EXECUTIVE AND DEPUTY CHIEF PAID EXECUTIVE

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Chief Paid Executive								
Type of Contract								
TOTAL RESPONDENTS	1,953	100%	762	100%	819	100%	372	100%
Formal contract	663	34%	319	42%	227	28%	117	31%
Letter of agreement	261	13%	112	15%	103	13%	46	12%
Retained by resolution of the board	415	21%	144	19%	202	25%	69	19%
Verbal arrangement only	299	15%	78	10%	145	18%	76	20%
No contract	10	1%	5	1%	4	a	1	a
No answer	305	16%	104	14%	138	17%	63	17%
Provisions of Contract								
TOTAL RESPONDENTS	924	100%	431	100%	330	100%	163	100%
Term of contract								
1 year	188	20%	73	17%	76	23%	39	24%
2 years	94	10%	44	10%	30	9%	20	12%
3-4 years	288	31%	153	35%	91	28%	44	27%
5 years	99	11%	51	12%	34	10%	14	9%
No answer	255	28%	110	26%	99	30%	46	28%
Clause in contract allowing termination by association before end of term								
Yes	555	60%	273	63%	180	55%	102	63%
No	151	16%	70	16%	59	18%	22	13%
No answer	218	24%	88	20%	91	28%	39	24%
Length of notice to be given on termination of contract (% based on number with clause)								
1 month	79	14%	36	13%	29	16%	14	14%
2 months	67	12%	27	10%	25	14%	15	15%
3 months	168	30%	77	28%	53	29%	38	37%
4-5 months	17	3%	9	3%	4	2%	4	4%
6 months	123	22%	66	24%	37	21%	20	20%
9 months	2	a	1	a	1	1%	0	–
12 months	22	4%	15	5%	7	4%	0	–
Average (months)	3.8		4.1		3.6		3.2	
No answer	77	14%	42	15%	24	13%	11	11%
Severance pay clause in contract								
Yes	403	44%	205	48%	128	38%	70	43%
No	296	30%	136	32%	110	33%	50	31%
No answer	225	24%	90	21%	92	28%	43	26%
Basis for severance amount (% based on number with clause)[b]								
Salary for set period	242	60%	121	59%	77	60%	44	63%
Average no. of months	6.7		7.2		6.9		5.1	
Per length of service	50	12%	33	16%	14	11%	3	4%
Other amount	23	6%	10	5%	7	5%	6	9%
No answer	93	23%	45	22%	30	23%	18	26%

[a]Less than 1%
[b]Percentages add to more than 100% due to multiple answers.

NOTE: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

TABLE 39 EMPLOYMENT CONTRACTS Continued

POSITION: CHIEF PAID EXECUTIVE AND DEPUTY CHIEF PAID EXECUTIVE

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Deputy Chief Paid Executive								
Type of Contract								
TOTAL RESPONDENTS	838	100%	356	100%	356	100%	126	100%
Formal contract	48	6%	23	6%	19	5%	6	5%
Letter of agreement	103	12%	49	14%	39	11%	15	12%
Retained by resolution of the board	78	9%	37	10%	36	10%	5	4%
Verbal arrangement only	259	31%	98	28%	123	35%	38	30%
Other	17	2%	8	2%	7	2%	2	2%
No contract	268	32%	123	35%	103	29%	42	33%
No answer	65	8%	18	5%	29	8%	18	14%
Provisions of Contract								
TOTAL RESPONDENTS	151	109%	72	100%	58	100%	21	100%
Term of contract								
1 year	29	19%	14	19%	12	21%	3	14%
2 years	12	8%	7	10%	3	5%	2	10%
3-4 years	15	10%	6	8%	7	12%	2	10%
5 years	7	5%	5	7%	1	2%	1	5%
No answer	88	58%	40	56%	35	60%	13	62%
Clause in contract allowing termination by association before end of term								
Yes	47	31%	25	35%	17	29%	5	24%
No	23	15%	12	17%	9	16%	2	10%
No answer	81	54%	35	49%	32	55%	14	67%
Length of notice to be given on termination of contract (% based on number with clause)								
1 month	11	23%	5	20%	5	29%	1	20%
2 months	7	15%	4	16%	2	12%	1	20%
3 months	14	30%	8	32%	4	24%	2	40%
6 months	6	13%	4	16%	2	12%	0	–
Average (months)	2.7		2.9		2.5		2.3	
No answer	9	19%	4	16%	4	24%	1	20%
Severance pay clause in contract								
Yes	29	19%	15	21%	11	19%	3	14%
No	40	26%	22	31%	14	24%	4	19%
No answer	82	54%	35	49%	33	57%	14	67%
Basis for severance amount (% based on number with clause)[b]								
Salary for set period	12	41%	7	47%	3	27%	2	67%
Average no. of months	5.1		6.8		3.3		3.0	
Per length of service	6	21%	3	20%	3	27%	0	–
Other amount	3	10%	0	–	1	9%	2	67%
No answer	9	31%	5	33%	4	36%	0	–

[b]Percentages add to more than 100% due to multiple answers.

NOTE: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

TABLE 40 EMPLOYMENT EXPERIENCE
POSITION: CHIEF PAID EXECUTIVE AND DEPUTY CHIEF PAID EXECUTIVE

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Chief Paid Executive								
TOTAL RESPONDENTS	1,953	100%	762	100%	819	100%	372	100%
Years in present position								
1-2	422	22%	183	24%	159	19%	80	22%
3-5	516	26%	204	27%	199	24%	113	30%
6-9	396	20%	160	21%	167	20%	69	19%
10-14	273	14%	97	13%	132	16%	44	12%
15-19	160	8%	46	6%	82	10%	32	9%
20-29	138	7%	53	7%	59	7%	26	7%
30 or more	27	1%	8	1%	14	2%	5	1%
No answer	21	1%	11	1%	7	1%	3	1%
Previous Position								
Current association	415	21%	175	23%	189	23%	51	14%
Another association	651	33%	243	32%	267	33%	141	38%
Government	157	8%	58	8%	74	9%	25	7%
Military	32	2%	20	3%	6	1%	6	2%
Private (allied) industry	238	12%	87	11%	107	13%	44	12%
Self-employed professional	97	5%	33	4%	35	4%	29	8%
Educational institution	141	7%	73	10%	51	6%	17	5%
Other	180	9%	64	8%	70	9%	46	12%
No answer	42	2%	9	1%	20	2%	13	3%
Deputy Chief Paid Executive								
TOTAL RESPONDENTS	838	100%	356	100%	356	100%	126	100%
Years in present position								
1-2	231	28%	103	29%	92	26%	36	29%
3-5	212	25%	94	26%	82	23%	36	29%
6-9	155	18%	63	18%	71	20%	21	17%
10-14	98	12%	41	12%	41	12%	16	13%
15-19	51	6%	25	7%	21	6%	5	4%
20-29	39	5%	15	4%	23	6%	1	1%
30 or more	2	a	0	–	2	1%	0	–
No answer	50	6%	15	4%	24	7%	11	9%
Previous Position								
Current association	217	26%	97	27%	89	25%	31	25%
Another association	153	18%	79	22%	58	16%	16	13%
Government	58	7%	11	3%	43	12%	4	3%
Military	11	1%	4	1%	6	2%	1	1%
Private (allied) industry	116	14%	44	12%	49	14%	23	18%
Self-employed professional	30	4%	17	5%	9	3%	4	3%
Educational institution	73	9%	43	12%	24	7%	6	5%
Other	114	14%	39	11%	48	13%	27	21%
No answer	66	8%	22	6%	30	8%	14	11%

[a]Less than 1%

Note: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

TABLE 41 RETIREMENT BENEFITS
POSITION: ALL MANAGEMENT PERSONNEL

Retirement Plans	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ kegional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Type of Retirement Plan[b]								
TOTAL RESPONDENTS	2,021	100%	791	100%	848	100%	382	100%
IRS qualified plan	1,306	65%	577	73%	530	63%	199	52%
Non-qualified deferred compensation plan	242	12%	116	15%	88	10%	38	10%
None (no plan)	483	24%	134	17%	211	25%	138	36%
No answer	124	6%	39	5%	59	7%	26	7%
Provisions of IRS Qualified Plans[c]								
TOTAL RESPONDENTS	1,306	100%	577	100%	530	100%	199	100%
Number of plans:								
One	843	65%	362	63%	357	67%	124	62%
Two	178	14%	102	18%	55	10%	21	11%
Three or more	42	3%	20	3%	17	3%	5	3%
No answer	243	19%	93	16%	101	19%	49	25%
Type of qualified plan:[b]								
Defined benefit/defined contribution	838	64%	387	67%	341	64%	110	55%
Tax sheltered annuity [403(b)]	180	14%	119	21%	42	8%	19	10%
401(k)	213	16%	105	18%	79	15%	29	15%
Individual Retirement Account (IRA)	158	12%	51	9%	70	13%	37	19%
Other qualified plan	134	10%	59	10%	52	10%	23	12%
No answer	38	3%	16	3%	13	2%	9	5%
Plan is:								
Defined benefit	432	33%	229	40%	165	31%	38	19%
Defined contribution								
% of salary	744	57%	297	51%	316	60%	131	66%
% of target benefit	34	3%	19	3%	9	2%	6	3%
% not specified	17	1%	6	1%	7	1%	4	2%
No answer	79	6%	26	5%	33	6%	20	10%
Type of vesting:								
100% immediate vesting	361	28%	168	29%	140	26%	53	27%
Cliff vesting:								
100% after 5 years	186	14%	67	12%	77	15%	42	21%
100% after 10 years	182	14%	77	13%	86	16%	19	10%
Graded vesting:								
100% in 5 years or less	113	9%	53	9%	43	8%	17	9%
100% in 6 years	87	7%	41	7%	39	7%	7	4%
100% in 7 years	40	3%	14	2%	14	3%	12	6%
100% in more than 7 years	157	12%	89	15%	50	9%	18	9%
Years not specified	5	a	3	1%	2	a	0	–
Other	65	5%	31	5%	26	5%	8	4%
No answer	110	8%	34	6%	53	10%	23	12%
Adjustments applied to qualified defined benefit plans								
TOTAL RESPONDENTS	432	100%	229	100%	165	100%	38	100%
Automatic cost of living (COL) adjustment	46	11%	26	11%	14	9%	6	16%
Ad hoc benefit adjustment	43	10%	24	10%	18	11%	1	3%
No COL increases	320	74%	171	75%	125	76%	24	63%
No answer	23	5%	8	3%	8	5%	7	18%

[a]Less than 1%
[b]Adds to more than 100% because of multiple plans used.
[c]Unless otherwise specified, all percentages in this section are based on the number of respondents with an IRS qualified plan.

NOTE: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

TABLE 41 RETIREMENT BENEFITS Continued
POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Adjustments applied to all qualified plans								
Automatic cost of living (COL) adjustment	78	6%	36	6%	29	5%	13	7%
Ad hoc benefit adjustment	70	5%	34	6%	30	6%	6	3%
No COL increases	913	70%	413	72%	368	69%	132	66%
No answer	245	19%	94	16%	103	19%	48	24%
Retirement benefit or contribution integrated with Social Security:								
Yes	393	30%	197	34%	158	30%	38	19%
No	807	62%	347	60%	323	61%	137	69%
No answer	106	8%	33	6%	49	9%	24	12%
Pre-retirement benefit other than a qualified spouse benefit:								
Yes	490	38%	229	40%	207	39%	54	27%
No	680	52%	299	52%	260	49%	121	61%
No answer	136	10%	49	8%	63	12%	24	12%
Eligibility/age:								
Less than 21 (or no minimum age)	76	6%	23	4%	44	8%	9	5%
21	479	37%	218	38%	183	35%	78	39%
No answer	751	58%	336	58%	303	57%	112	56%
Eligibility/years of service:								
1 year employment or less	764	58%	353	61%	298	56%	113	57%
2 years' employment	58	4%	24	4%	20	4%	14	7%
3 or more years' employment	258	20%	97	17%	121	23%	40	20%
No answer	226	17%	103	18%	91	17%	32	16%
Normal retirement age:								
Age 60 and less	53	4%	21	4%	23	4%	9	5%
62	45	3%	20	3%	16	3%	9	5%
65	897	69%	437	76%	347	65%	113	57%
Other	31	2%	15	3%	7	1%	9	5%
No answer	280	21%	84	15%	137	26%	59	30%
Early retirement age:								
Less than 55	16	1%	9	2%	6	1%	1	1%
55	342	26%	206	36%	112	21%	24	12%
60	93	7%	41	7%	40	8%	12	6%
62	90	7%	41	7%	42	8%	7	4%
Other	20	2%	8	1%	10	2%	2	1%
No answer	745	57%	272	47%	320	60%	153	77%
Normal retirement years of service:								
Less than 10	99	8%	51	9%	40	8%	8	4%
10	139	11%	66	11%	57	11%	16	8%
15	25	2%	12	2%	11	2%	2	1%
20	66	5%	36	6%	26	5%	4	2%
More than 20	71	5%	23	4%	38	7%	10	5%
Other	6	a	3	1%	2	a	1	1%
No answer	900	69%	386	67%	356	67%	158	79%
Employer cost of program as percent of annual payroll								
Less than 6%	458	35%	181	31%	204	38%	73	37%
6%-10%	401	31%	201	35%	155	29%	45	23%
11%-15%	86	7%	35	6%	35	7%	16	8%
More than 15%	35	3%	11	2%	18	3%	6	3%
Average	7%		7%		7%		6%	
No answer	326	25%	149	26%	118	22%	59	30%

[a]Less than 1%

NOTE: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

TABLE 41 RETIREMENT BENEFITS Continued
POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Employer cost of program as percent of base salary of employees covered								
Less than 6%	257	20%	124	21%	94	18%	39	20%
6%-10%	486	37%	202	35%	223	42%	61	31%
11%-15%	162	12%	75	13%	62	12%	25	13%
More than 15%	49	4%	20	3%	21	4%	8	4%
Average	8%		8%		9%		9%	
No answer	352	27%	156	27%	130	25%	66	33%
Percent of program cost paid by the association								
100%	978	75%	436	76%	401	76%	141	71%
50%-99%	78	6%	37	6%	31	6%	10	5%
25%-49%	4	a	2	a	1	a	1	1%
Less than 25%	138	11%	56	10%	59	11%	23	12%
No answer	108	8%	46	8%	38	7%	24	12%
Employees may make additional voluntary contributions to the primary retirement plan [other than 401(k) contributions][d]								
Yes	395	30%	175	30%	159	30%	61	31%
No	304	23%	138	24%	123	23%	43	22%
No answer	607	46%	264	46%	248	47%	95	48%
Provisions of 401(k) plans:								
TOTAL RESPONDENTS	213	100%	105	100%	79	100%	29	100%
Employer matches salary deferrals								
Yes	134	63%	73	70%	45	57%	16	55%
No	74	35%	32	30%	30	38%	12	41%
No answer	5	2%	0	–	4	5%	1	3%
Employer makes discretionary contributions								
Yes	39	18%	15	14%	15	19%	9	31%
No	166	78%	89	85%	60	76%	17	59%
No answer	8	4%	1	1%	4	5%	3	10%
401(k) is employer's only qualified retirement plan								
Yes	80	38%	31	30%	34	43%	15	52%
No	127	60%	74	70%	41	52%	12	41%
No answer	6	3%	0	–	4	5%	2	7%
Provisions of Non-Qualified Deferred Compensation Plans[e]								
TOTAL RESPONDENTS	242	100%	116	100%	88	100%	38	100%
Number of plans:								
One	170	70%	85	73%	62	70%	23	61%
Two or more	26	11%	13	11%	7	8%	6	16%
No answer	46	19%	18	16%	19	22%	9	24%
Type of non-qualified plan:								
Section 457	89	37%	50	43%	27	31%	12	32%
Other	92	38%	40	34%	36	41%	16	42%
No answer	62	26%	26	22%	26	30%	10	26%

[a]Less than 1%
[d]Legal requirements specify that voluntary contributions to retirement plans other than 401(k) must be in after-tax dollars.
[e]Percentages in this section are based on the number of respondents with a non-qualified deferred compensation plan.

Note: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

TABLE 42 LIFE AND ACCIDENT INSURANCE
POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Life Insurance								
Basic Life Insurance Coverage Provided								
TOTAL RESPONDENTS	2,021	100%	791	100%	848	100%	382	100%
Yes	1,626	80%	693	88%	665	78%	268	70%
No	380	19%	93	12%	178	21%	109	29%
No answer	15	1%	5	1%	5	1%	5	1%
Provisions of Life Insurance Coverage								
TOTAL RESPONDENTS	1,626	100%	693	100%	665	100%	268	100%
Maximum amount of coverage								
Less than $50,000	588	36%	197	28%	253	38%	138	51%
$50,000 or above	1,005	62%	483	70%	399	60%	123	46%
No answer	33	2%	13	2%	13	2%	7	3%
Schedule determined by								
Salary	930	57%	454	66%	348	52%	128	48%
Job classification	292	18%	82	12%	148	22%	62	23%
Both	100	6%	39	6%	43	6%	18	7%
Other	273	17%	104	15%	115	17%	54	20%
No answer	31	2%	14	2%	11	2%	6	2%
If by salary, amount is (% of "Salary" above)								
Less than 2 times salary	436	47%	202	44%	162	47%	72	56%
2 times salary or more	449	48%	235	52%	168	48%	46	36%
No answer	45	5%	17	4%	18	5%	10	8%
Percent of premium paid by the association								
100%	1,529	94%	656	95%	626	94%	247	92%
Less than 100%	81	5%	33	5%	29	4%	19	7%
No answer	16	1%	4	1%	10	2%	2	1%
Accidental Death and Dismemberment Coverage (AD&D)								
Accidental Death and Dismemberment Coverage Provided								
TOTAL RESPONDENTS	2,021	100%	791	100%	848	100%	382	100%
Yes	1,361	67%	608	77%	556	66%	197	52%
No	615	30%	165	21%	273	32%	177	46%
No answer	45	2%	18	2%	19	2%	8	2%
Provisions of AD&D Coverage								
TOTAL RESPONDENTS	1,361	100%	608	100%	556	100%	197	100%
Included in group life coverage								
Yes	1,017	75%	451	74%	405	73%	161	82%
No	325	24%	148	24%	143	26%	34	17%
No answer	19	1%	9	1%	8	1%	2	1%
Maximum amount of coverage								
Less than $100,000	613	45%	225	37%	277	50%	111	56%
$100,000-$150,000	373	27%	169	28%	161	29%	43	22%
More than $150,000	314	23%	186	31%	94	17%	34	17%
No answer	61	4%	28	5%	24	4%	9	5%
Percent of premium paid by the association								
100%	1,249	92%	556	91%	509	92%	184	93%
Less than 100%	78	6%	40	7%	30	5%	8	4%
No answer	34	2%	12	2%	17	3%	5	3%
Travel Accident Coverage								
Travel Accident Coverage Provided								
TOTAL RESPONDENTS	2,021	100%	791	100%	848	100%	382	100%
Yes	881	44%	468	59%	312	37%	101	26%
No	1,101	54%	304	38%	521	61%	276	72%
No answer	39	2%	19	2%	15	2%	5	1%

Note: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

TABLE 43 LONG-TERM DISABILITY INSURANCE
POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Long Term Disability (LTD) Coverage								
Long Term Disability Coverage Provided								
TOTAL RESPONDENTS	2,021	100%	791	100%	848	100%	382	100%
Yes	1,254	62%	573	72%	508	60%	173	45%
No	734	36%	205	26%	327	39%	202	53%
No answer	33	2%	13	2%	13	2%	7	2%
Provisions of Long Term Disability Coverage								
TOTAL RESPONDENTS	1,254	100%	573	100%	508	100%	173	100%
Definition of disability								
Ability to perform own job	750	60%	325	57%	312	61%	113	65%
Ability to perform any job	380	30%	182	32%	154	30%	44	25%
Other	65	5%	40	7%	17	3%	8	5%
No answer	59	5%	26	5%	25	5%	8	5%
After total disability, benefits commence in								
30 days	234	19%	76	13%	104	20%	54	31%
60 days	190	15%	72	13%	86	17%	32	18%
90 days	498	40%	246	43%	208	41%	44	25%
More than 90 days	167	13%	90	16%	53	10%	24	14%
Other	139	11%	81	14%	45	9%	13	8%
No answer	26	2%	8	1%	12	2%	6	3%
Duration of LTD payments								
Less than 5 years	154	12%	52	9%	72	14%	30	17%
To age 65	762	61%	378	66%	292	57%	92	53%
For life	261	21%	109	19%	118	23%	34	20%
No answer	77	6%	34	6%	26	5%	17	10%
Benefits integrated with Social Security								
Yes	634	51%	310	54%	252	50%	72	42%
No	568	45%	239	42%	237	47%	92	53%
No answer	52	4%	24	4%	19	4%	9	5%
As percent of salary, benefits are								
Less than 50%	190	15%	71	12%	85	17%	34	20%
50%-60%	695	55%	345	60%	271	53%	79	46%
More than 60%	314	25%	135	24%	131	26%	48	28%
No answer	55	4%	22	4%	21	4%	12	7%
Percent of premium paid by the association								
100%	1,144	91%	513	90%	472	93%	159	92%
Less than 100%	86	7%	51	9%	27	5%	8	5%
No answer	24	2%	9	2%	9	2%	6	3%

Note: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

TABLE 44 MEDICAL INSURANCE
POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Medical Insurance								
Medical Insurance Provided								
TOTAL RESPONDENTS	2,021	100%	791	100%	848	100%	382	100%
Yes	1,877	93%	749	95%	788	93%	340	89%
No	118	6%	31	4%	53	6%	34	9%
No answer	26	1%	11	1%	7	1%	8	2%
Provisions of Medical Insurance[a]								
TOTAL RESPONDENTS	1,877	100%	749	100%	788	100%	340	100%
Types of coverage for employee only plans								
Basic hospitalization	471	25%	175	23%	186	24%	110	32%
Major medical	519	28%	189	25%	203	26%	127	37%
Health Maintenance Organization (HMO)	107	6%	24	3%	47	6%	36	11%
Preferred Provider Option	65	3%	19	3%	16	2%	30	9%
Direct medical expenses paid other than premium	55	3%	23	3%	16	2%	16	5%
Dental	333	18%	125	17%	129	16%	79	23%
Hospital indemnity	37	2%	14	2%	12	2%	11	3%
Vision	82	4%	25	3%	33	4%	24	7%
Prescription drug	281	15%	97	13%	105	13%	79	23%
Types of coverage for family plans								
Basic hospitalization	1,102	59%	483	64%	469	60%	150	44%
Major medical	1,180	63%	510	68%	506	64%	164	48%
Health Maintenance Organization (HMO)	333	18%	161	21%	108	14%	64	19%
Preferred Provider Option	192	10%	773	10%	76	10%	43	13%
Direct medical expenses paid other than premium	133	7%	62	8%	56	7%	15	4%
Dental	823	44%	380	51%	333	42%	110	32%
Hospital indemnity	95	5%	35	5%	43	5%	17	5%
Vision	218	12%	76	10%	112	14%	30	9%
Prescription drug	659	35%	295	39%	277	35%	87	26%
Percent of total medical insurance cost paid by the association for employee only								
100%	1,652	88%	639	85%	712	90%	301	89%
51%-99%	165	9%	90	12%	48	6%	27	8%
50%	13	1%	6	1%	5	1%	2	1%
Less than 50%	22	1%	8	1%	8	1%	6	2%
No answer	25	1%	6	1%	15	2%	4	1%
Percent of total medical insurance cost paid by the association for family plan								
100%	819	44%	301	40%	399	51%	119	35%
51%-99%	215	11%	134	18%	57	7%	24	7%
50%	64	3%	36	5%	19	2%	9	3%
Less than 50%	244	13%	100	13%	93	12%	51	15%
No answer	535	29%	178	24%	220	28%	137	40%
Deductible required by the plan for employee only								
Median	$100	–	$100	–	$100	–	$200	–
Average	$169	–	$161	–	$171	–	$187	–
Deductible required by the plan for family coverage								
Median	$200	–	$200	–	$200	–	$250	–
Average	$264	–	$255	–	$268	–	$284	–

[a]Respondents reported multiple answers between employee only plan and family plan. Responses to "employee only" plan may add to less than 100% because some associations reported insurance only for a family plan. Other responses may add to more than 100% because of multiple plans provided.

Note: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

TABLE 45 MISCELLANEOUS BUSINESS EXPENSES AND BENEFITS

POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE, ALL MANAGEMENT STAFF

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
TOTAL RESPONDENTS	2,021	100%	791	100%	848	100%	382	100%
Chief Paid Executive Only[b]								
Car or car allowance	883	44%	299	38%	404	48%	180	47%
Country/residential club membership	272	13%	115	15%	126	15%	31	8%
In-town club membership	409	20%	145	18%	189	22%	75	20%
Spouse's travel expenses	627	31%	248	31%	278	33%	101	26%
Association dues paid	860	43%	226	29%	406	48%	228	60%
Liability insurance	402	20%	125	16%	166	20%	111	29%
Educational expenses	402	20%	79	10%	191	23%	132	35%
Executive physical exam	201	10%	97	12%	75	9%	29	8%
Low/no interest loan plan	34	2%	20	3%	11	1%	3	1%
Personal tax services	45	2%	28	4%	10	1%	7	2%
Financial planning services	38	2%	20	3%	13	2%	5	1%
Chief Paid Executive and Deputy Chief Paid Executive Only[b]								
Car or car allowance	199	10%	63	8%	109	13%	27	7%
Country/residential club membership	42	2%	17	2%	25	3%	0	–
In-town club membership	63	3%	27	3%	31	4%	5	1%
Spouse's travel expenses	99	5%	40	5%	52	6%	7	2%
Association dues paid	219	11%	74	9%	114	13%	31	8%
Liability insurance	87	4%	36	5%	43	5%	8	2%
Educational expenses	86	4%	25	3%	46	5%	15	4%
Executive physical exam	55	3%	36	5%	18	2%	1	a
Low/no interest loan plan	3	a	1	a	1	a	1	a
Personal tax services	10	a	9	1%	1	a	0	–
Financial planning services	6	a	6	1%	0	–	0	–

[a]Less than 1%
[b]Responses may add to more than 100% due to multiple answers.

Note: **Chief Paid Executive Only** responses reflect benefits provided only to the chief executive. **Chief Paid Executive and Deputy Chief Paid Executive Only** report benefits provided only to the top two executives. **All Management Staff** responses reflect benefits provided to all management staff including the chief paid executive and deputy chief paid executive. The three sections are mutually exclusive. To determine how many associations provide a specific benefit such as a car or car allowance to the chief executive, add responses from all three sections.

NOTE: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

TABLE 45 MISCELLANEOUS BUSINESS EXPENSES AND BENEFITS
Continued

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
All Management Staff[b]								
Car or car allowance	197	10%	33	4%	117	14%	47	12%
Country/residential club membership	15	1%	7	1%	8	1%	0	–
In-town club membership	46	2%	25	3%	16	2%	5	1%
Spouse's travel expenses	88	4%	41	5%	42	5%	5	1%
Association dues paid	674	33%	365	46%	235	28%	74	19%
Liability insurance	415	21%	214	27%	162	19%	39	10%
Educational expenses	659	33%	313	40%	263	31%	83	22%
Executive physical exam	123	6%	80	10%	42	5%	1	a
Low/no interest loan plan	23	1%	17	2%	2	a	4	1%
Personal tax services	6	a	5	1%	1	a	0	–
Financial planning services	21	1%	14	2%	5	1%	2	1%
Overall Benefits								
Average percent of salary allocated to fringe benefits								
Median	20%	–	20%	–	20%	–	16%	–
Average	20%	–	21%	–	19%	–	17%	–
Association has cafeteria plan for benefit selection								
Yes	135	7%	48	6%	67	8%	20	5%
No	1,830	91%	724	92%	752	89%	354	93%
No answer	56	3%	19	2%	29	3%	8	2%

[a]Less than 1%
[b]Responses may add to more than 100% due to multiple answers.

Note: **Chief Paid Executive Only** responses reflect benefits provided only to the chief executive. **Chief Paid Executive and Deputy Chief Paid Executive Only** report benefits provided only to the top two executives. **All Management Staff** responses reflect benefits provided to all management staff including the chief paid executive and deputy chief paid executive. The three sections are mutually exclusive. To determine how many associations provide a specific benefit such as a car or car allowance to the chief executive, add responses from all three sections.

NOTE: Percentages have been rounded to the nearest whole number and may not always add to exactly 100%.

• IV •

Characteristics of the Sample

TABLE 46 CHARACTERISTICS OF SAMPLE

DEMOGRAPHIC COMPARISON OF ASAE MEMBERSHIP AND COMPENSATION STUDY PARTICIPANTS

	ASAE Members*	Survey Participants
Membership Type:		
Individual	49%	37%
Trade	51%	63%
Scope:		
International/National	42%	41%
State/Regional	40%	41%
Local	18%	18%
Budget:		
Less than $500,000	40%	41%
$500,000-$999,999	23%	20%
$1,000,000-$5,000,000	26%	29%
Greater than $5,000,000	11%	10%
Staff:		
1-10	64%	61%
11-20	11%	16%
21-50	14%	13%
51-100	6%	6%
Over 100	5%	4%
Geographic Region:		
New England	4%	4%
Middle Atlantic	12%	11%
East North Central	17%	19%
West North Central	7%	8%
South Atlantic	31%	29%
East South Central	4%	4%
West South Central	7%	8%
Mountain	6%	6%
Pacific	12%	11%

*Data reflect ASAE membership demographics as of June 1988.

TABLE 47 CHARACTERISTICS OF SAMPLE

ANALYSIS OF ASSOCIATIONS BY BUDGET CLASSIFICATION AND TYPE

Association Budget / Type of Association	Number of Associations	$200,000 or Under	$200,001-$300,000	$300,001-$500,000	$500,001-$750,000	$750,001-$1,000,000	$1,000,001-$2,500,000	$2,500,001-$5,000,000	$5,000,001-$10,000,000	Over $10,000,000
TRADE ASSOCIATIONS Total	1,309	197	156	193	166	121	231	141	55	49
Business/Commercial	357	67	46	54	45	30	57	36	8	14
Construction	164	35	34	38	19	12	18	5	2	1
Financial/Banking	104	16	9	12	14	11	16	13	8	5
Manufacturing	148	11	10	17	28	12	34	27	3	6
Transportation	22	4	3	2	1	2	5	3	1	1
Agricultural	68	13	11	8	8	6	13	3	3	3
Service Industries	43	8	4	5	5	2	11	3	2	3
Law/Government	35	2	3	11	7	3	7	1	1	0
Scientific/Technical	32	4	0	4	1	4	9	4	4	2
Health Care	73	9	9	9	11	8	13	7	4	3
Educational	43	4	6	3	6	2	9	10	1	2
Social Welfare/Civic/Cultural	19	1	0	2	3	2	2	5	2	2
Sports/Athletics/Recreation	19	2	4	2	1	4	2	1	2	1
Other	182	21	17	26	17	23	35	23	14	6
INDIVIDUAL MEMBERSHIP ORGANIZATIONS Total	780	108	71	118	79	58	161	74	60	51
Business/Commercial	95	11	5	13	12	6	27	9	7	5
Financial/Banking	38	2	3	7	2	4	8	4	4	4
Agricultural	24	3	1	1	4	2	5	2	2	4
Law/Government	53	4	5	10	7	5	17	4	0	1
Scientific/Technical	76	3	6	8	8	6	17	11	9	8
Health Care	208	44	15	37	19	15	33	15	16	14
Educational	76	13	9	13	5	5	14	6	9	2
Social Welfare/Civic/Cultural	31	4	2	4	4	2	9	3	0	3
Sports/Athletics/Recreation	21	4	2	6	1	0	2	3	2	1
Fraternal, Ethnic, Religious, Alumni	32	2	7	2	6	4	8	3	0	0
Other	126	18	16	17	11	9	21	14	11	9
TOTAL RESPONSES	2,089	305	227	311	245	179	392	215	115	100

TABLE 48 CHARACTERISTICS OF SAMPLE

ANALYSIS OF ASSOCIATIONS BY GEOGRAPHIC LOCATION AND TYPE

Geographic Location / Type of Association	Number of Associations	New England	Middle Atlantic	East North Central	West North Central	South Atlantic	East South Central	West South Central	Mountain	Pacific
TRADE ASSOCIATIONS										
Total	1,322	53	147	253	112	401	44	98	74	140
Business/Commercial	360	16	39	60	34	89	11	45	21	45
Construction	154	7	21	31	15	40	7	12	13	18
Financial/Banking	105	3	9	22	12	26	3	12	6	12
Manufacturing	151	5	20	40	4	63	3	6	1	9
Transportation	22	1	1	7	0	11	1	1	0	0
Agricultural	69	1	5	13	9	19	4	1	6	11
Service Industries	43	1	3	8	3	13	0	4	6	5
Law/Government	36	3	2	3	3	10	5	0	2	8
Scientific/Technical	32	0	8	3	0	12	1	1	4	3
Health Care	74	6	8	15	10	14	3	3	8	7
Educational	43	2	1	11	4	19	0	4	0	2
Social Welfare/Civic/Cultural	20	0	2	5	1	10	0	0	0	2
Sports/Athletics/Recreation	19	3	3	4	0	5	1	0	3	0
Other	184	5	25	31	17	70	5	9	4	18
INDIVIDUAL MEMBERSHIP ORGANIZATIONS										
Total	789	35	82	153	66	213	36	60	48	96
Business/Commercial	96	5	10	15	5	26	5	8	7	15
Financial/Banking	38	2	5	7	3	9	0	3	5	4
Agricultural	24	0	1	2	7	6	1	1	3	3
Law/Government	54	4	8	14	2	8	5	1	5	7
Scientific/Technical	77	5	12	12	5	32	2	3	3	3
Health Care	212	11	19	49	19	46	10	17	9	32
Educational	76	0	7	14	3	29	4	7	5	7
Social Welfare/Civic/Cultural	31	0	5	2	3	14	0	2	2	3
Sports/Athletics/Recreation	21	0	0	3	3	9	0	2	1	3
Fraternal, Ethnic, Religious, Alumni	32	1	2	12	6	7	2	1	0	1
Other	128	7	13	23	10	27	7	15	8	18
TOTAL RESPONSES	2,111	88	229	406	178	614	80	158	122	236
Scope of Association										
International/ National	874	21	98	172	53	406	20	30	31	43
State/Regional	853	54	82	158	99	139	50	76	69	126
Local	384	13	49	76	26	69	10	52	22	67
TOTAL RESPONSES	2,111	88	229	406	178	614	80	158	122	236

TABLE 49 CHARACTERISTICS OF SAMPLE

ANALYSIS OF ASSOCIATIONS BY STAFF SIZE AND TYPE

Staff Size / Type of Association	Total	1-10	11-20	21-50	51-100	Over 100
TRADE ASSOCIATIONS						
Total	1,306	826	205	169	55	51
Business/Commercial	357	241	52	46	8	10
Construction	162	137	16	6	2	1
Financial/Banking	102	56	17	17	5	7
Manufacturing	147	82	35	24	2	4
Transportation	22	14	4	2	1	1
Agricultural	67	51	7	5	3	1
Service Industries	42	26	8	3	2	3
Law/Government	36	24	8	2	0	2
Scientific/Technical	32	17	4	4	6	1
Health Care	73	37	11	16	3	6
Educational	43	19	8	9	5	2
Social Welfare/Civic/Cultural	20	6	2	3	4	5
Sports/Athletics/Recreation	19	12	3	2	0	2
Other	184	104	30	30	14	6
INDIVIDUAL MEMBERSHIP ORGANIZATIONS						
Total	771	439	120	108	65	39
Business/Commercial	96	55	22	10	7	2
Financial/Banking	38	20	5	8	3	2
Agricultural	24	9	4	6	3	2
Law/Government	54	34	12	6	1	1
Scientific/Technical	76	34	9	14	13	6
Health Care	208	130	30	20	17	11
Educational	72	47	4	13	6	2
Social Welfare/Civic/Cultural	29	13	8	3	2	3
Sports/Athletics/Recreation	21	13	1	5	1	1
Fraternal, Ethnic, Religious, Alumni	31	17	7	6	1	0
Other	122	67	18	17	11	9
TOTAL RESPONSES	2,077	1,265	325	277	120	90

TABLE 50 CHARACTERISTICS OF SAMPLE
ANALYSIS OF ASSOCIATIONS BY SCOPE AND TYPE

Scope	Total	International/ National	State/Regional	Local
Type of Association				
TRADE ASSOCIATIONS				
Total	1,322	495	579	248
Business/Commercial	360	86	151	123
Construction	164	19	75	70
Financial/Banking	105	25	73	7
Manufacturing	151	119	30	2
Transportation	22	12	8	2
Agricultural	69	31	38	0
Service Industries	43	14	23	6
Law/Government	36	11	25	0
Scientific/Technical	32	27	4	1
Health Care	74	15	47	12
Educational	43	29	11	3
Social Welfare/Civic/Cultural	20	9	5	6
Sports/Athletics/Recreation	19	8	9	2
Other	184	90	80	14
INDIVIDUAL MEMBERSHIP ORGANIZATIONS				
Total	789	379	274	136
Business/Commercial	96	27	18	51
Financial/Banking	38	14	22	2
Agricultural	24	13	11	0
Law/Government	54	12	29	13
Scientific/Technical	77	67	7	3
Health Care	212	86	92	34
Educational	76	46	27	3
Social Welfare/Civic/Cultural	31	17	8	6
Sports/Athletics/Recreation	21	11	9	1
Fraternal, Ethnic, Religious, Alumni	32	32	0	0
Other	128	54	51	23
TOTAL RESPONSES	2,111	874	853	384

• APPENDIX •

Survey Instrument

asae

SURVEY DEADLINE
June 24, 1988

1988-89
ASSOCIATION EXECUTIVE COMPENSATION SURVEY

This special study, conducted biennially by the American Society of Association Executives, addresses the salary and benefits provided to association management staff. The information you provide to us will be kept strictly confidential and results will be presented in aggregate form to preserve the anonymity of respondents. Data tabulation and analysis will be completed by Fetzer-Kraus Communications, a private research firm not affiliated with ASAE.

RESULTS
An Executive Summary presenting highlights of the results will be provided to all participants at no charge. Please complete and return the order form enclosed even if you wish only to receive the Executive Summary.

A full report is available to participants for $20. The report will contain detailed information broken out by size, type and scope of association, as well as geographic location. To receive your report at the participant rate, please complete this survey and the order form enclosed.

BEFORE YOU BEGIN

This survey covers personnel in management positions, exempt from the provisions of the Fair Labor Standards Act (salaried personnel exempt from the overtime provisions of the Act). Throughout the questionnaire, the term "management personnel" applies to the following: chief paid executive, deputy chief executive, and division/department head (any individual responsible for an activity of the association who reports directly to the chief paid executive or his or her deputy).

All data should be current as of July 1, 1988, or as close to that date as possible. Most questions can be answered by a check mark or a short fill-in answer. If necessary, please work with your human resource or finance staff to confirm salary or benefit information for specific positions. Explanations may be added to clarify unusual situations or practices, in order to assure a clear determination of position comparability.

The deadline for completing the survey is June 24, 1988. If you have any questions about filling out the questionnaire please contact:

Vivian Jefferson
Survey Research Administrator, ASAE
(202) 626-2728

Please turn

Please return your completed survey in the envelope provided to:

Fetzer-Kraus Communications
5128 Linnean Terrace, NW
Washington, DC 20008

Please provide us with the information requested below to aid us in contacting you should we need to verify any of the data which you provide.

Contact Name:_____

Association: _____

Telephone No.: _____

ATTENTION MANAGEMENT COMPANY EXECUTIVES:
We recognize the important contribution you make to the association management community; however, the structure of this survey does not permit us to gather comparable data on association management companies. Although we ask that you ***not*** participate in this survey, you may order the report at the participant price. To receive a copy of the report, complete the enclosed order form and return with payment in the envelope provided.

SECTION ONE

INSTRUCTIONS

Section One has three parts:

1. Classification information of the association.
2. Management compensation practices.
3. Benefits provided to management personnel.

Except where noted, all questions apply to management personnel exempt from the Fair Labor Standards Act who report directly to the chief executive or his or her deputy.

PART ONE. *CLASSIFICATION INFORMATION*

1. Type of membership (please check only one.)

Trade Association (primarily company members)

- ☐ Business/Commercial - Chambers of Commerce, media, consulting, trade, tourism, advertising, real estate, administration, human resources, employee benefits
- ☐ Construction - Building industries, contractors
- ☐ Financial/Banking - Accounting, insurance, banks, credit unions
- ☐ Manufacturing - Equipment, wholesale-distribution, manufacturers representatives
- ☐ Transportation - Trucking, shipping, railroad
- ☐ Agricultural - Farming, livestock, conservation, forestry, mining
- ☐ Service Industries - Lodging, food, entertainment
- ☐ Law/Government - Law, law enforcement, arbitration, governments, government agencies
- ☐ Scientific/Technical - Engineering, science, computer
- ☐ Health Care - Health care facilities, rehabilitation facilities
- ☐ Educational - Institutions, accrediting agencies, libraries
- ☐ Cultural - Art, music, literary, museums
- ☐ Social Welfare/Civic Affairs - Aging, child welfare, handicapped, social work, volunteerism
- ☐ Sports/Athletics/Recreation
- ☐ Other _____

Professional Society (primarily individual members)

- ☐ Business/Commercial - Media professionals, tourism, public relations, advertising, consulting, marketing, real estate, sales, administration, human resources, employee benefits
- ☐ Construction - Contractors
- ☐ Financial/Banking - Accountants, financial planners, bankers
- ☐ Agricultural - Farming, conservation, forestry, mining
- ☐ Service Industries - Lodging, food, entertainment
- ☐ Law/Government - Law, law enforcement, government officials
- ☐ Scientific/Technical - Engineering, science, computer professionals
- ☐ Health Care - Medical and medical specialties, psychology, alcohol/drug treatment
- ☐ Educational - Educators, librarians
- ☐ Cultural - Art, music, literary
- ☐ Social Welfare, Civic/Public Affairs - Aging, child welfare, social work, volunteerism, citizen education
- ☐ Sports/Athletics/Recreation
- ☐ Fraternal, Ethnic, Religious, Alumni
- ☐ Labor Unions
- ☐ Other _____

2. Tax status of the primary (parent) employing organization (please check only one).

Tax exempt under Internal Revenue Code Section:

- ☐ 501(c)3
- ☐ 501(c)6

☐ Not tax exempt

3. Total annual income of the association for the most recent past fiscal year (do not include income from subsidiary, foundation, or chapters).

- ☐ $200,000 or under
- ☐ $200,001 - $300,000
- ☐ $300,001 - $500,000
- ☐ $500,001 - $750,000
- ☐ $750,001 - $1,000,000
- ☐ $1,000,001 - $2,500,000
- ☐ $2,500,001 - $5,000,000
- ☐ $5,000,001 - $10,000,000
- ☐ $10,000,001 - $15,000,000
- ☐ Over $15,000,000

4. Total payroll expense for the most recent fiscal year.

$_____ = ____% of total budget

5. Geographical scope of your association (please check only one).

- ☐ International/National
- ☐ State/Regional
- ☐ Local

6. How many full-time persons, in total, are employed in your association as of July 1, 1988?

_____

7. How many part-time persons, in total, are employed in your association as of July 1, 1988?

_____

8. Location of the headquarters office:

_____(city, state, zip code)

part of the _____ metropolitan area (if applicable)

PART TWO. *MANAGEMENT COMPENSATION PRACTICES AND SALARY ADMINISTRATION PROFILE*

1. Does your association have an established salary structure?

	Yes	No
Salary grades	☐	☐
Salary ranges	☐	☐

2. What types of salary increases are usually granted to personnel and what is the average increase for each type projected for 1988?

	Granted	Average Increase
Merit increases	☐	____%
General (across the board)	☐	____%
Cost-of-living increase	☐	____%
Length-of-service increase	☐	____%

3. What are the usual intervals and timing of merit salary reviews for exempt personnel?

Usual Interval

☐ 6 months
☐ 12 months
☐ Other (specify)
_____
☐ No set interval

Usual Timing

☐ Anniversary date
☐ January 1
☐ Fiscal year
☐ Annual convention
☐ Other (specify)
_____
☐ No set time

4. Does your association use a nationally recognized salary administration plan?

☐ Yes ☐ No

If yes, which plan?

☐ ASAE
☐ Hay
☐ Towers, Perrin, Forster and Crosby
☐ Other (specify_____)

5. Does your association have any type of incentive system for management personnel?

	Yes	No
Chief Paid Executive	☐	☐
Deputy Chief Executive	☐	☐
Department Head	☐	☐

6. Under what type of arrangement are the chief executive officer and the deputy chief executive retained by the association? (please check the appropriate statements)

	Chief Paid Executive	Deputy Chief Executive
a. Type of Contract (check one)		
Formal Contract	☐	☐
Letter of Agreement	☐	☐
Retained by resolution of the board	☐	☐
Verbal arrangement only	☐	☐
Other (specify) _____	☐	☐
No contract	☐	☐

The following questions apply to written contracts only. If the executives do not have written contracts, please proceed to question 7.

	Chief Paid Executive	Deputy Chief Executive
b. What is the duration of the contract?	____ years	____ years
c. Is there a clause in the contract allowing the association to terminate it before the specified number of years?	☐yes ☐no	☐yes ☐no
d. If yes, what notice must be given before termination?	____ months	____ months
e. Is there a clause in the contract allowing for the provision of severance pay?	☐yes ☐no	☐yes ☐no
f. If yes, please indicate the basis for the amount provided:		
Salary paid for a set period (specify number of months)	☐ ____ months	☐ ____ months
Proportion of salary based on length of employment	☐	☐
Other (specify _____)	☐	☐

7. How long have the top two executives held their present positions in the association?

Chief Executive _____ years

Deputy Chief Executive _____ years

8. Previous to this position, where were they employed? (please check the most recent position)

	Chief Staff Executive	Deputy Chief Executive
Current association (in a different capacity)	☐	☐
Another association	☐	☐
Government	☐	☐
Military	☐	☐
Private allied industry (industry represented by the association)	☐	☐
Self-employed professional	☐	☐
Educational institution	☐	☐
Other (specify _____)	☐	☐

PART THREE. *BENEFITS PROVIDED TO MANAGEMENT PERSONNEL*

A. RETIREMENT BENEFITS

1. Which of the following retirement benefits are provided to management personnel? (please check all that apply)

☐ a. IRS Qualified Retirement Plan(s) covering all eligible employees

i. Number of plans _____

ii. Types of plans:

- ☐ Qualified Defined Benefit/Defined Contribution
- ☐ Tax Sheltered Annuity [403(b)]
- ☐ 401(k)
- ☐ Individual Retirement Account (IRA)
- ☐ Other (specify _____)

☐ b. Non-qualified Deferred Compensation Plans

i. Number of plans _____

ii. Types of plans:

- ☐ Section 457 plan
- ☐ Other (specify _____)

☐ c. No retirement benefits available

Questions 2 & 3 apply to IRS qualified plans (under "a." above). If you have more than one of these plans, answer for the major plan. If you do not have an IRS qualified plan, please go directly to Part B.

2. What type of contribution (benefit) schedule is provided by the retirement plan? (please check only one)

☐ a. Defined benefit: plan specifies benefit at age of retirement. Benefit is based on formula using salary and/or years of service for calculation.

☐ b. Defined contribution:

- ☐ i. Plan specifies annual contribution based on percentage of salary.
- ☐ ii. Plan specifies annual contribution based on percentage of target (assumed) benefit based on age.

3. Please indicate the retirement plan's provisions in the following areas.

a. Eligibility to participate in retirement plan:

At age ____ and/or after ____ years employment

b. Vesting: The right to certain pension benefits derived from (employer) contributions even though the employee may leave the job before retirement age.

- ☐ 100% immediate vesting
- ☐ Cliff vesting: 100% after 5 years
- ☐ Cliff vesting: 100% after 10 years
- ☐ Graded: 100% in ____ years
- ☐ Other (specify _____)
- ☐ Don't know

c. Retirement age/length of service:

Normal retirement	____ years old	____ years service
Early retirement	____ years old	____ years service

d. If the plan is defined benefit, is there a benefit reduction for early retirement?

- ☐ Yes
- ☐ No
- ☐ Not defined benefit

e. Funding and payment:

i. What percent of the retirement program cost is paid by the association?

____%

ii. Annual employer cost of the program is what percent of the total annual association payroll budget?

____%

iii. Annual employer cost of the program is what percent of the annual payroll (base salaries) of employees covered?

____%

f. Which of the following applies to retirement benefits for your management personnel?

- ☐ i. Retirement benefit is adjusted automatically for cost of living increases for retirees.
- ☐ ii. Retirement benefit adjusted on an ad hoc basis for retirees.
- ☐ iii. No cost-of-living increases are currently made for retirees.

g. Is the retirement benefit or contribution integrated with the social security benefit?

☐ Yes ☐ No

h. Does your plan provide a pre-retirement death benefit other than a qualified pre-retirement spouse benefit?

☐ Yes ☐ No

i. If you have a 401(k) plan:

i. Does the employer match employee salary deferrals?

☐ Yes ☐ No

If yes, what is the match? _____

ii. Does the employer make discretionary contributions?

☐ Yes ☐ No

iii. Is this plan the employer's only qualified retirement plan?

☐ Yes ☐ No

j. Can employees make additional voluntary contributions to the retirement plan [other than 401(k)]?

☐ Yes ☐ No

B. LIFE INSURANCE AND LONG-TERM DISABILITY

1. Is group life insurance coverage provided?

☐ Yes ☐ No

If yes:

a. How is the schedule determined?

☐ By salary
☐ By job classification
☐ Both
☐ Other (specify _____)

b. Is the maximum amount:

☐ Less than $50,000
☐ $50,000 or more

c. If by salary, is the amount:

☐ Less than 2 times salary
☐ 2 times salary or more

d. What percent of the premium is paid by the association?

☐ Less than 100%
☐ 100%

2. Does the association provide accidental death and dismemberment coverage?

☐ Yes ☐ No

If yes:

a. Is it included in the group life coverage?

☐ Yes ☐ No

b. What is the maximum amount of coverage?

☐ Less than $100,000
☐ $100,000 - $150,000
☐ More than $150,000

c. What percent of the premium is paid by the association?

☐ Less than 100%
☐ 100%

3. Does the association provide travel accident coverage?

☐ Yes ☐ No

4. Does the association provide a long-term disability plan?

☐ Yes ☐ No

If yes:

a. What is the definition of disability?

☐ Ability to perform own job
☐ Ability to perform any job
☐ Other (specify _____)

b. After total disability, when do benefits commence?

☐ 30 days
☐ 60 days
☐ 90 days
☐ Over 90 days
☐ Other (specify _____)

c. What is the duration of payments?

☐ Less than 5 years
☐ To age 65
☐ For life

d. Are the benefits integrated with Social Security?

☐ Yes ☐ No

e. What are the benefits provided as a percent of salary?

☐ Less than 50%
☐ 50% - 60%
☐ More than 60%

f. What percent of the premium is paid by the association?

☐ Less than 100%
☐ 100%

C. MEDICAL INSURANCE

1. Does the association provide medical insurance?

☐ Yes ☐ No

a. If yes, please indicate which type of coverage: (check all that apply)

	Employee Only	Family Plan
Basic Hospitalization/Surgical	☐	☐
Major Medical	☐	☐
Health Maintenance Organization	☐	☐
Preferred Provider Option	☐	☐
Direct Medical Expense Payments (other than premium)	☐	☐
Dental Insurance	☐	☐
Hospital Indemnity Insurance	☐	☐
Vision Insurance	☐	☐
Prescription Drug Coverage	☐	☐

b. What is the percent of total medical insurance cost paid by the association?

	Employee Only	Family Plan
100%	☐	☐
51% - 99%	☐	☐
50%	☐	☐
1% - 49%	☐	☐
-0-	☐	☐

c. What is the deductible?

Employee Only: $_____
Family Plan: $_____

D. MISCELLANEOUS BUSINESS EXPENSES

1. Please indicate which of the following your association makes available:

	Chief Staff Exec. Only	Deputy Chief Exec. Only	All Mgmt. Staff
Car or car allowance (other than travel reimbursement)	☐	☐	☐
Country/residential club membership	☐	☐	☐
In-town club membership	☐	☐	☐
Spouse's Travel Expenses	☐	☐	☐
Association Dues Paid	☐	☐	☐
Liability Insurance	☐	☐	☐
Educational Expenses	☐	☐	☐
Executive Physical Examination	☐	☐	☐
Low-no interest Loan Program	☐	☐	☐
Personal Tax Services	☐	☐	☐
Financial Planning Services	☐	☐	☐

2. What is the average percent of salary that is allocated to fringe benefits per employee? (include all fringe benefits – statutory as well as optional)

_____%

3. Does the association have a "cafeteria plan" for benefit selection by management personnel? (Cafeteria plans are arrangements which allow employees to select among a variety of benefits and tailor their compensation plans to fit their needs)

☐ Yes ☐ No

SECTION TWO

INSTRUCTIONS

This section is devoted to basic salary information for top management personnel. There is a separate description for each of 24 division/department head positions, and for the chief paid executive and the deputy chief executive. *Please report data only for full-time staff who spend 75% of their time in the tasks defined on each form.* The titles of the various positions may not match exactly with the title in your association. It is the responsibilities of each position, as described in each section, that are of major importance.

Within your association, you may have only one or two positions that correspond to the actual positions listed in the questionnaire. If so, fill out only those sections that correspond to the actual positions in your association. If you have several individuals who hold the same position, please indicate salary information for each person in the position. For example, some associations may have several field staff directors. The salary for each would be listed in that position. Report information only on the person currently occupying each position.

Also indicate if the individual is a Certified Association Executive (CAE).

Definitions

Base Salary – Base salary including the portion of salary that is deferred through a salary deferral program such as 401(k), tax sheltered annuity 403(b) or section 457 plans.

Deferred Compensation – Compensation in addition to basic salary that is deferred until a later time.

Other Cash – Additional cash compensation including bonuses, commissions, and any other cash payment not included in the above two categories.

Total Cash Compensation – Total of base salary, deferred compensation and other cash. Do not include value of fringe benefits.

1. CHIEF PAID EXECUTIVE

Serves as the top paid administrative and executive officer of the association staff. Responsible for overall administration and operation of headquarters and field activities.

Male ☐
Female ☐
CAE ☐

Base Salary $_____
Deferred Compensation $_____
Other Cash $_____
Total Cash Compensation $_____

2. DEPUTY CHIEF EXECUTIVE

Serves on a full-time basis as the number two person on the association staff. Functions as the assistant to the Chief Paid Executive and acts for the CEO in his/her absence. May be assigned specific administration or program responsibilities. (This position description covers the Deputy Executive Officer, and not the Administrative Assistant to the Chief Paid Executive.)

Male ☐
Female ☐
CAE ☐

Base Salary $_____
Deferred Compensation $_____
Other Cash $_____
Total Cash Compensation $_____

3. DIRECTOR OF ADMINISTRATION

Handles the internal administrative matters of the association. Responsible for administration of the association's headquarters and field offices, including personnel, office equipment, facilities, and necessary support services. If the position of Controller does not exist, also administers the accounting, payroll and disbursement functions.

Male ☐
Female ☐
CAE ☐

Base Salary $_____
Deferred Compensation $_____
Other Cash $_____
Total Cash Compensation $_____

4. CONTROLLER

Directs the financial affairs of the association. Prepares and maintains financial statements, records, and reports. Analyzes effectiveness of association systems and procedures. Assists the Finance Committee of the Board of Directors in review and analysis of association financial matters. May direct the EDP activities of the association.

Male ☐
Female ☐
CAE ☐

Base Salary $_____
Deferred Compensation $_____
Other Cash $_____
Total Cash Compensation $_____

5. DIRECTOR OF HUMAN RESOURCES

Administers the personnel program for the association's headquarters staff. Manages the associations' recruiting, selection, and training program, prepares the personnel manual and recommends revisions. Administers the compensation program and coordinates the employee performance evaluation process.

Male ☐
Female ☐
CAE ☐

Base Salary $_____
Deferred Compensation $_____
Other Cash $_____
Total Cash Compensation $_____

OTHER SOURCES OF INFORMATION

Policies & Procedures in Association Management, 1987 Edition. A standard reference for the association industry, this study provides statistics that enable you to measure and evaluate your own association practices. Over 2,000 associations nation-wide participated in the study, providing information on associations of every scope, budget size, and geographic location. One of ASAE's most requested resources. **Catalog No. 213461**

Assess Your Strengths & Weaknesses. Evaluate your association with this comprehensive workbook covering ten general management areas. Thought-provoking questions and strategy worksheets show you where your association is strong, and where it can improve. **Catalog No. 216500**

The Personal Equation. Know what it takes to direct your career to the top with this new study from the ASAE Foundation. Researchers interviewed over 100 top association executives to discover the "critical characteristics" of success. Do you have those characteristics? Can you develop them? **Catalog No. 213501**

Elements of Sound Base Pay Administration. Attract, keep and motivate quality employees through a solid pay administration program. Developing pay rates, performance tracks, merit increase guidelines, and compensation laws are just some of the areas covered. **Catalog No. 210130**

Guidelines for Seeking a Chief Staff Executive. Select the right chief staff executive to manage and lead your association. This booklet offers practical advice on locating, evaluating and hiring the best available person. Catalog No. 210192

Fringe Benefits. Decide which benefits are appropriate for your staff and learn the most common policies and procedures associations use in administering their benefits packages. **Catalog No. 121018**

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